

PLANNING BOARD FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, May 1, 2012

7:00 p.m.

in

Second Floor Meeting Room, 344 Broadway
City Hall Annex -- McCusker Building
Cambridge, Massachusetts

Hugh Russell, Chair
Thomas Anninger, Vice Chair
Pamela Winters, Member
Steven Winter, Member
H. Theodore Cohen, Member
Ahmed Nur, Associate Member

Community Development Staff:
Brian Murphy, Assistant City Manager
Susan Glazer
Liza Paden
Roger Boothe
Stuart Dash
Jeff Roberts

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P R O C E E D I N G S

(Sitting Members: Hugh Russell, Thomas Anninger, Pamela Winters, Steven Winter.)

HUGH RUSSELL: Good evening. This is a meeting of the Cambridge Planning Board, and the first order on our agenda is review of the Board of Zoning Appeal cases.

LIZA PADEN: Thank you. One of the things I wanted to point out is the telecommunications that are near the end of this agenda have already been reviewed by the Board so that's all set.

THOMAS ANNINGER: By the Zoning Board.

LIZA PADEN: By you and I sent the comments to the BZA.

THOMAS ANNINGER: That's even better.

LIZA PADEN: That's even better. We're moving right along. And if you have no questions about any of the cases on the

1 agenda, I wanted to ask you if you would turn
2 your attention to the last case on the agenda
3 for 22 Water Street which is the Planning
4 Board Special Permit, and it's been
5 determined that the Mr. Kaneb has to go to
6 the Board of Zoning Appeal because of the
7 design change in the Planning Board's
8 amendments need to be acknowledged and
9 accepted by the BZA. So if you have no other
10 questions, I'll turn it over to Chris, okay?

11 CHRISTOPHER KANEB: My name is Chris
12 Kaneb with Cantamount Holdings, 22 Water
13 Street. And as Liza mentioned, we'll be in
14 front of the BZA next Thursday night for the
15 review, and hopefully acceptance of the plan
16 changes that have been already approved by
17 the Planning Board in November of last year.
18 We were hoping that this was a procedural
19 issue they could have handled internally
20 without the need for public hearing, but they
21 have decided that they would prefer to go

1 through a public hearing. So that's why
2 we'll be appearing in front of them.

3 We are planning to close our
4 construction loan in the next few weeks and
5 so timing is of the essence. I appreciate
6 any support. I know that the Board here has
7 been very supportive of the project over the
8 years. Any support that you could lend
9 toward our public hearing with the BZA would
10 be greatly appreciated.

11 (Ahmed Nur seated.)

12 HUGH RUSSELL: Okay, thank you. I
13 would think we ought to recommend positively
14 and we might comment that these represent
15 refinements and modest improvements to the
16 plans as previously been, you know,
17 submitted. And that we would recommend that
18 the Planning Board accept these modified
19 plans.

20 THOMAS ANNINGER: Yes, that almost
21 goes without saying since we approved them.

1 PAMELA WINTERS: Right.

2 THOMAS ANNINGER: I see no harm in
3 saying that on the contrary.

4 CHRISTOPHER KANEB: I failed to note
5 that the Variance was for height. We got a
6 Variance for height of 150 feet, and none of
7 the changes that we discussed with the
8 Planning Board had anything to do with
9 height. And now the criteria that are used
10 for supporting our Variance was affected at
11 all by the minor changes earlier.

12 THOMAS ANNINGER: Then what is it
13 that the Zoning Board will be examining?
14 What issue? If not height what is it?

15 HUGH RUSSELL: Basically it's a
16 question of Ranjit wanting this procedural
17 step.

18 BRIAN MURPHY: And I think the
19 recommendation of the Zoning Board said
20 according to the plans submitted, and the
21 plans submitted have changed, which is I

1 think the issue that they felt from a legal
2 standpoint, why they need to go through this
3 procedural move. But in essence there's
4 certainly no change from what this Board
5 approved not that long ago.

6 THOMAS ANNINGER: The only thing I
7 might add is that we can say just adding an
8 adverb that we examined the changes
9 carefully, and went through it in enough
10 detail so that I'm not sure the Zoning Board
11 needs to break a sweat on this.

12 CHRISTOPHER KANEB: Thank you.

13 HUGH RUSSELL: Okay, is that a
14 recommendation?

15 PAMELA WINTERS: Yes.

16 THOMAS ANNINGER: Yes.

17 HUGH RUSSELL: Okay, good luck.

18 CHRISTOPHER KANEB: Thank you very
19 much.

20 HUGH RUSSELL: Is there any other
21 comments on any of the other cases?

1 PAMELA WINTERS: I'm curious about
2 the Huron Avenue, 175 Huron Avenue, the --
3 what was the funeral home?

4 LIZA PADEN: Yes. You want to
5 explain or should I?

6 ATTORNEY JAMES RAFFERTY: I would be
7 happy to take a minute. James Rafferty for
8 the record. That's proven to be a very
9 challenging project. The building was
10 actually a single-family house and two
11 variances were granted for the addition in
12 the front and then a huge cinderblock
13 addition in the rear. And there's been a lot
14 of back and forth trying to come up with a
15 scheme. Particularly trying to incorporate
16 adequate parking. So this design after
17 months and months of effort, is for a
18 three-unit townhouse, and the average size of
19 the units are about 2,000 square feet. So
20 it's a great downsizing opportunity for
21 anyone in the neighborhood that might --

1 THOMAS ANNINGER: And the parking is
2 on the street I imagine?

3 ATTORNEY JAMES RAFFERTY: No,
4 parking is in the building.

5 THOMAS ANNINGER: Oh, really.

6 ATTORNEY JAMES RAFFERTY: It's a
7 little -- it takes a couple maneuvers, but
8 it's actually, it takes advantage of the
9 existing driveway. So I think it's the type
10 of effort that the Planning Board's comments
11 would be -- particularly the facade changes
12 to create it, to give it a domestic facade.
13 That's taking off the masonry brick and those
14 bow front windows, putting in double hung
15 windows, stepping it back five feet from the
16 street. There's a lot of design elements
17 that perhaps the BZA doesn't perhaps focus
18 on, that if it were seen as positive, I'm
19 confident that they're putting a new skin on
20 the building, introducing clapboard and
21 adding some roof decks, but it's a three-unit

1 proposal. In its early iteration it had
2 proposed to have office and retail on the
3 ground floor. And that was -- that wasn't
4 well received by some of the abutters. It's
5 right on the cusp. The adjoining building is
6 in the business district where the real
7 estate office is, and the Res B District
8 starts right here, but across the street is
9 also the business district. Office district.

10 LIZA PADEN: It's office.

11 ATTORNEY JAMES RAFFERTY: Office.

12 BRIAN MURPHY: That was going to be
13 a retail dead zone.

14 ATTORNEY JAMES RAFFERTY: Oh. Given
15 its prior use? It's a dying business, the
16 funeral home business. They closed. It's
17 true.

18 PAMELA WINTERS: Do you want to say
19 anything else about Sparks Street while
20 you're here?

21 ATTORNEY JAMES RAFFERTY: That's a

1 modest Special Permit as I recall.

2 PAMELA WINTERS: So there's nothing
3 unusual?

4 ATTORNEY JAMES RAFFERTY: Well, no,
5 I mean, I think the relief has to do --
6 they're putting a front porch on it. It's
7 such a heavily forested site. It's just the
8 landscaping, you can hardly see the house.

9 PAMELA WINTERS: Right, I know.

10 ATTORNEY JAMES RAFFERTY: And
11 they're putting on a rear addition that
12 conforms, but it's one of those things on a
13 non-conforming structure, you can do 10
14 percent as of right up to 25 percent by
15 Special Permit. But always happy to have the
16 Planning Board weigh in, but that one seems
17 rather garden variety.

18 PAMELA WINTERS: That's fine, good
19 enough. Thank you.

20 ATTORNEY JAMES RAFFERTY: Thank you.

21 LIZA PADEN: Did you want to see the

1 plans, Pam?

2 HUGH RUSSELL: It's so complicated,
3 I really can't study it right now.

4 PAMELA WINTERS: Okay, all right.

5 HUGH RUSSELL: I think -- this may
6 be a parcel which 30 years ago was subject to
7 Zoning Board action and two or three
8 generations earlier when I was on the Zoning
9 Board.

10 ATTORNEY JAMES RAFFERTY: It's a use
11 variance from 1928, you couldn't have sat on
12 that case. But there was the front portion
13 has a -- 1963 there was a fire, so maybe it
14 was later in the sixties.

15 HUGH RUSSELL: Well, it would have
16 been in the late seventies. There might be
17 another one a few blocks away on Huron
18 Avenue.

19 ATTORNEY JAMES RAFFERTY: Oh, right,
20 right.

21 PAMELA WINTERS: Thank you.

1 HUGH RUSSELL: I'm inclined to leave
2 this to the BZA.

3 PAMELA WINTERS: Yes, to the BZA.

4 HUGH RUSSELL: I think the case
5 Mr. Rafferty makes, they'll understand.

6 Okay, are we through with the BZA
7 cases?

8 LIZA PADEN: Yes.

9 HUGH RUSSELL: Okay, thank you,
10 Liza.

11 Next is an update from Brian.

12 BRIAN MURPHY: Thank you. And I'd
13 like to first just go over the upcoming
14 schedule, and then I think Roger and I would
15 like to just settle a little bit of context
16 for the evening since we've got an
17 action-packed evening I think for you
18 tonight.

19 On the 15th we've got a public hearing
20 for the North Mass. Ave. Zoning petition as
21 well as public hearing for No. 270, 160

1 Cambridge Park Drive. And then under general
2 business, bike parking zoning proposal, and
3 159 First Street design review for
4 residential for Planning Board permit 231-A.

5 On June 5th we'll have a public hearing
6 for school zoning. This is zoning that has
7 come up around some of the renovation and/or
8 in some cases demolition that may be
9 happening as we look to expand for the middle
10 schools in the city, as well as the North
11 Point Zoning Petition, and also putting that
12 as a possible decision night for 160
13 Cambridge Park Drive. And although it has
14 not been filed at this point, we have a
15 tentative hold for June 19th for an MIT
16 zoning petition which will be coming back.

17 But Roger and I thought it made some
18 sense to give you a little bit of a
19 background and context for the events this
20 evening. And in some ways this is really a
21 chance for the Board to get an update on some

1 of the work that's been happening in both the
2 Central and Kendall Square areas in the city
3 over the last year. And I think tonight this
4 represents an opportunity for the Board to
5 really take in some of this information, to
6 get up to speed. I don't think --
7 fortunately there's no decisions that are
8 required to be made tonight, but I think it
9 really gives the Board a chance to sort of
10 get caught up and to start to mull over some
11 of these issues that are before you.

12 And I'll just sort of briefly go over
13 three of them and we'll talk a little bit
14 about Forest City. But in the case of Forest
15 City, there was an earlier Zoning Petition
16 last year that would have involved a life
17 science development on Mass. Ave., on the all
18 Asia block. And through the course of that,
19 the staff discussions, we urged the
20 Petitioner to go back and try to see if there
21 were any opportunities on the site for

1 housing as we tried to sort of focus on the
2 importance of housing in the community and to
3 try to look at possible mixed use
4 development. And I think both Roger and I
5 were pleased with the effort that the
6 Petitioner took to try to find out something.
7 It was a site that I think at first we hadn't
8 thought of as a possibility, but they've done
9 a quite thoughtful job of trying to come back
10 with a proposal. It does offer potential for
11 a mixed use development in that area. Then
12 we sort of -- then we want to sort of go away
13 from the specific to a little bit more of a
14 broader view, and that is to have David
15 Dickson from Goody Clancy to give an update
16 on K2C2 Kendall Square process. And tonight
17 we've asked him to focus on Kendall Square in
18 part because when we tried to do an update
19 for the City Council at a round table, we
20 barely got through the Kendall Park. And we
21 decided rather than biting off more than we

1 can chew twice, we would try to learn from
2 our mistakes and make different ones. But I
3 think there's really a chance for the Board
4 to get a sense of what the Kendall Square
5 Advisory Committee has been up to for the
6 past year. I think we've had a very robust
7 process where we've had a number of subject
8 matter experts come in, work for the
9 community, work for the Board to tackle the
10 questions that we're wrestling with in
11 Kendall Square, and to really try to look at
12 ways that we can be thoughtful about the
13 desires of knowledge economy in terms of what
14 it's looking for in regards to floor space
15 and creativity and collaboration. And at the
16 same time thinking about the area of Kendall
17 Square as a district and the importance of
18 making it be an area that works not just from
19 nine to five or nine to seven, but really for
20 18 to 20-hour day space. And I think you're
21 starting to see some of that evolve in

1 Kendall Square anyway as you look at the
2 tremendous success that many of the
3 restaurants have had on Third Street.

4 One the clear desires from the
5 neighborhood and I think from many of the
6 communities as we've looked at this, is how
7 do we make sure that we're thoughtful about
8 housing in that area, and as well as some of
9 the other issues that come up. How do we
10 think about land use integration? How do we
11 think about open space as a cohesive whole,
12 and think about connections that can take
13 place. How to think about transportation
14 requirements and school requirements. So
15 there really are a host of issues that have
16 come up in the Kendall Square process, and I
17 think David will try to give a little bit of
18 an overview of what's been going on in the
19 past year.

20 And then we've got the chance I think
21 as well to hear from MIT with sort of a

1 preview of coming attractions, but more than
2 that a chance for the Board to hear how MIT's
3 thinking is also evolved over the past year.
4 As you recall, they also had a Zoning
5 Petition that they withdrew. There was a
6 fair amount of public reaction, as well as
7 reaction from the Board and the Council with
8 some of the concerns, and you know, we've had
9 discussions with them in the months since
10 then and really tried to look at several of
11 the different pieces, whether it is what uses
12 make sense where. What's the role of retail?
13 What's the role of historical preservation?
14 How do we get the community and MIT better
15 integrated? So sort of a whole host of
16 issues that come up with that process. And I
17 think tonight's a chance for MIT to give you
18 an update of how their thinking has evolved,
19 what some of the issues are that they've
20 tackled in the past year to really try to set
21 the stage when they come back in June with an

1 actual petition. So I think tonight's a
2 chance really to have a 30,000 foot overview
3 and to really have the Board get a sense of
4 where things are updated. So that's sort our
5 thoughts as to what you have before you
6 tonight. We recognize that it is a very
7 substantive agenda, but one that I think does
8 has a lot of connections that will be helpful
9 for the Board to engage in its planning
10 process. As I say, it is one it's not a
11 rush. You don't have to decide anything
12 tonight. But the first item will be the
13 Forest City hearing, that will be a hearing,
14 but we also before that we started the
15 hearing it might be helpful for Roger to give
16 a little bit of background and context as he
17 and I were talking as he noted a little bit
18 of a seat change for how the Board's thought
19 about University Park from the past
20 generation. There's a little bit of a
21 different piece and we thought it would be

1 good to set the stage a little bit before the
2 hearing.

3 So, Roger.

4 (William Tibbs seated.)

5 ROGER BOOTHE: Yes, it certainly has
6 been a long journey getting to this point
7 and, a couple board members, two or three of
8 you have been here for the past two dozen
9 years of looking at University Park. As you
10 see here on the model, it's really fulfilled
11 so many of the goals that we had in the 1983
12 Cambridgeport revitalization plan, and it's
13 fully functioning part of the city now. The
14 plan to rezone the all Asia block was met
15 with a little bit of skepticism because the
16 original scheme thought it might be too
17 blocky and not allowed for imaginative sort
18 of solution, but I think they've done a lot
19 of thinking about how that particular piece
20 of it could be molded in any number of ways
21 to be a beautiful and interesting piece of

1 architecture as well as providing more life
2 sciences in an area where just down the
3 street, of course, the Board recently
4 approved the Maya Lin and Toshiko Mori plan
5 for Novartis. So it's really transforming
6 this whole section between MIT and Lafayette
7 Square and in fairly amazing ways. And I'm
8 increasingly convinced that this can be done
9 in a sensitive way that respects the context
10 all around.

11 Then because we've been seeing that
12 housing and life sciences need to go hand in
13 hand if we're going to get into this next era
14 of densifying our city and trying to make it,
15 as Brian said, more liveable on all different
16 layers. And so when we suggested maybe they
17 should think about getting some kind of
18 housing component, I frankly thought well,
19 maybe they'll be looking at putting it on a
20 parking garage or something like that. And
21 they came up with a very dramatic notion of

1 putting it right next to the fire station on
2 that little open space right across from
3 Lafayette Square. And it takes some getting
4 used to, but when you go out there and look
5 at it and think about it, it offers the
6 potential for a really strong anchor to
7 Lafayette Square, and if you see Lafayette
8 Square there, I think everybody is noticing
9 it's great that it's got the cafes. It's
10 active. It's a wonderful place to walk
11 through instead of what had been a very
12 hostile industrial environment. Across the
13 street, the little entryway into the
14 University Park frankly has sort of a
15 suburban feeling, and over the years it
16 originally used to have sort of a little
17 archway that made it feel like you were going
18 into a park, and we've always wanted to think
19 of this as part of the city rather than sort
20 of a separate precinct. And then there was
21 an artwork that's placed there that's out

1 there now that really doesn't work. And the
2 thought of having a slender housing tower
3 there is pretty exciting when you start
4 thinking about it and trying it on for size
5 out there, and they'll be helping us think
6 that through tonight. And, you know, we had
7 that discussion a few weeks ago about heights
8 and density and how to make that feel
9 liveable and Cantabrigian. And one of the
10 key things is trying to make sure that the
11 heights are dealt with, especially carefully
12 as they become landmarks and they have a
13 slender profile. And I think that's what
14 they've been trying to do here. So I think
15 that's a really very positive new way to
16 bring University Park out to Massachusetts
17 Avenue.

18 And then also the fact that they have a
19 ground floor retail component that would take
20 what now is kind of just a pass through bit
21 of space and have lively activity that

1 exactly reflects what's going on in Lafayette
2 Square, seems to be overall very positive.
3 So it's taken sometime to kind of get my head
4 around it having looked at the same plan for
5 all this time and feeling like it's kind of
6 done, but now I think this can potentially
7 bring the whole stretch of Massachusetts
8 Avenue up to another level. That's my
9 overview.

10 I don't know if that brings any
11 questions to mind, otherwise we'll turn it
12 over to the proponent.

13 HUGH RUSSELL: Okay, thank you,
14 Roger.

15 So, the Board will hear the Forest City
16 Commercial Group Petition.

17 I guess in accordance with the rules
18 I'm supposed to explain what's going on. So
19 this is a Petition to make a change to the
20 Zoning Ordinance. The way the procedure
21 works is anybody can file a petition. It

1 takes ten persons to file it. The City
2 Council can file it. The Planning Board can
3 file it. In this case it's been filed by
4 Forest City. And as referred to the Planning
5 Board for a hearing, the City Council has a
6 hearing, the Planning Board should make a
7 comment to the City Council before the City
8 Council votes, but it is the City Council who
9 decides the matter. So tonight we're hearing
10 this proposal, trying to learn what we need
11 to know in order to make a recommendation to
12 the Council.

13 PETER CALKINS: Okay, are we set?

14 HUGH RUSSELL: Yes.

15 PETER CALKINS: My name is Peter
16 Calkins. I'm with Forest City. I've been
17 with Forest City for close to 19 years now,
18 so I'm pleased to have another chance to come
19 back and talk to with about this park that's
20 been so much a part of my life for those 19
21 years. As Brian, you know, mentioned we were

1 before you a year ago with the sort of first
2 round of our petition for the block that
3 we're calling 300 Mass. Ave., which is this
4 block up here in this area. We brought that
5 to you at about the same time that the city
6 began thinking about the wisdom of bringing
7 in a consultant which ultimately became Goody
8 Clancy to help sort of think about the
9 planning in this area and Kendall Square in a
10 more comprehensive way about the time that
11 the city began to thinking more about
12 housing. And so in response to -- so those
13 initiatives and in response to some
14 conversations we had with Councillors and
15 Board members, and other people, we let that
16 petition lapse and sort of went back to the
17 drawing board to try and think a little
18 bigger perhaps than we were thinking before.
19 And we have come up with what I think and our
20 team thinks will be a pretty dynamic addition
21 to this, not only this sort of front of

1 University Park, and we've always, you know,
2 we've always had just this little bit of
3 frontage here to work with. But also this
4 stretch of Mass. Ave. This is as much about
5 extending the Mass. Ave. experience as it is
6 about trying to bring a little more of
7 University Park, you know, out to connect
8 with the city rather than being back a little
9 bit.

10 So, the Zoning Petition that we have
11 before you, the original Zoning Petition was
12 simply a petition to expand the FAR capacity
13 of this site to some extent, and make a
14 couple other small tweaks, just given the
15 passage of time since Article 15 was first
16 written into the Zoning Code.

17 The petition that we have before you
18 tonight does a couple things. One, it
19 continues to expand the CRDD District in this
20 area. I'm sure one of you will ask why only
21 this area, why not the entire block? And the

1 answer is simply that this is the area that
2 we control, and we have talked with abutters
3 s on the rest of the block multiple times
4 over many, many years, talked about trying to
5 find ways to sort of aggregate our efforts.
6 Didn't get a response that made a lot of
7 sense to any of us. And so we've, you know,
8 elected to go ahead and propose to you on the
9 land that we can do something with. We are
10 proposing to expand the CRDD District to
11 incorporate this. CRDD is a, you know, a
12 district that was conceived in a very
13 whole-focussed manner to -- CRDD works best
14 when its development is under the control of
15 a single entity. There are a number of
16 shared aspects to the park whether it's
17 parking, whether it's open space, whether
18 it's the traffic mitigation commitments. And
19 it makes a lot more sense for buildings
20 within CRDD to be under a single point of
21 control rather than a more sort of typical,

1 you know, typical city zoning district. So
2 we are focussed on this area. We're also now
3 proposing changes in heights. In response to
4 the comments that we heard about the
5 blockiness of the buildings that we proposed
6 last time, which was relatively consistent
7 with the current height guidelines, we looked
8 at how we can take essentially the same
9 square foot, same area that we had proposed
10 to add to the Zoning before, but articulate
11 the building in a different way so that you
12 get more height in one part and less height
13 in another part. More of a feel of a sort of
14 up/down nature of Mass. Ave. that you get as
15 you go along the street. And we think it's
16 resulted in what is a much better building at
17 the end of the day.

18 We've also looked hard at responding to
19 the question about housing. And this, you
20 know, this is an open space here that is
21 perhaps not as well used as, you know, people

1 might have hoped or liked or thought in the
2 beginning. And it -- we think it's, it is
3 really an ideal spot to bring a small,
4 slender residential tower. It would bring as
5 many as, you know, 130 residences to the
6 Lafayette Square Park, to (inaudible) Park,
7 and enlivening this piece of the city,
8 anchoring, you know, anchoring this from a
9 distance when you come down Mass. Ave. or you
10 come down Main or come down Mass. Ave. from
11 the other direction or you come up Sidney,
12 there's really nothing that anchors this very
13 important intersection and this is the
14 building that we think can do that.

15 So there are -- just to sort of going
16 through a little bit of the nitty-gritty and
17 then I will let David Manfredi take over.
18 We're still working with Claim Stub at 300
19 Mass. Ave., we're working with August
20 Manfredi on the residential project. And
21 David will step in in a minute to take you

1 through some of the planning thoughts. But
2 just to sort of talk a little bit about the
3 numbers.

4 This is what we were entitled to build
5 back in January of 1988. 1.9 million square
6 feet of non-residential space, lab, office,
7 hotel, all of that retail. A commitment to
8 build at least 400 residential units in
9 roughly 400,000 square feet of space. The
10 total of those two obviously adding up to 2.3
11 million square feet. The Zoning gave us the
12 ability to build more housing if we so chose
13 with a one-for-one offset on the
14 non-residential areas of the 2.3 million
15 square feet remained a cap. And in fact that
16 is what we did. We built 674 units at a
17 little more than 700,000 square feet, which
18 meant we only actually built 1,00,573 of our
19 1.9 million in commercial entitlements. You
20 can see we have 5,000 square feet at the end
21 of the day we didn't build.

1 Our amendment looks to sort of simplify
2 some of the language of the Zoning. We've
3 taken out all of the language about potential
4 to trades back and forth of residential and
5 non-residential because at this point that's
6 all history in its facts. And simply said
7 that we're proposing that the amended
8 district, the expanded district would be
9 entitled for 1,820,000 square feet of
10 non-residential space, which is still less
11 than the 1.9 that we started with. 840,000
12 square feet of residential space which with
13 our current designs would get us to roughly
14 800 units of housing. And that brings us to
15 a total of two million-660. When you look at
16 sort of what's left, what does that leave us
17 for development? It leaves us 246,000 square
18 feet on the non-residential side which is
19 just about what our proposal was to you a
20 year ago. It leaves us 119,000 square feet
21 on the residential for a total of 365,000

1 square feet of new development.

2 Now since we are expanding the site,
3 just to sort of understand what's the
4 difference between what we're proposing and
5 what would be currently be entitled under the
6 current Zoning construct, the site -- the 350
7 Mass. Ave. site is 50,400 square feet, round
8 numbers. Add a 2.75 FAR, that means we could
9 build 139,000 square feet of space on that
10 site. We're asking for the 246. So that
11 means it's a net increase of permitted GFA on
12 the non-residential piece of 107,868 square
13 feet. On the residential piece, this is land
14 that is currently within University Park.
15 All we have is the 5,000 square feet that we
16 never built. So we can still build that I
17 suppose. But what we're asking for is 119.
18 So that brings us a net add of 113,000 square
19 feet there for a combined total of another
20 221,000 square feet on a somewhat expanded
21 footprint.

1 And with that I'm going to let David
2 take over and take you through some of the
3 planning thoughts that we've worked on with
4 David and with Quinn Stubbins and then we can
5 come back in the end and address more of the
6 nitty-gritty.

7 HUGH RUSSELL: Okay. Thank you,
8 Peter.

9 DAVID MANFREDI: Good evening. My
10 name is David Manfredi from Elkus Manfredi
11 Architects. As Peter said, we are working in
12 collaboration with Scott Simpson is here from
13 Quinn Stubbins.

14 I think you all know the site. We are
15 looking west on Mass. Ave., and the site
16 frontage between 350 Mass. Ave. and the east
17 perimeter of the site is about 275 feet. So
18 there's significant amount of frontage, and
19 you can see it's a series of different
20 buildings today. Now looking east you can
21 see Novartis, the old Necco building in the

1 background. And so we are looking for the
2 edge of the site at Blanche all the way over
3 to this point. That's the 275 feet of
4 frontage on Mass. Ave.

5 And then site two, the residential
6 site, as Peter mentioned, is the space
7 adjacent to the fire station and the artwork
8 that currently occupies that space.

9 So we are looking tonight at both of
10 these sites, and I'm going to blow each one
11 of these up a little bit bigger so you can
12 see with a little bit more detail. But this
13 gives you a sense of the footprints of the
14 two buildings.

15 On the west side of Sidney Street the
16 residential building, and what you're looking
17 at is the ground floor plan. And this little
18 piece of retail actually extends out. It's a
19 one-story piece, and then the residential
20 footprint above is simply -- it's almost a
21 square. And what -- obviously what we're

1 trying do is get this retail close to Mass.
2 Ave., part of the continuous street wall of
3 Mass. Ave. and still preserve open space with
4 the notion that it's a great restaurant site
5 that could spill out and activate this space.
6 And then on the 300 Mass. Ave. site clearly
7 the intent is to build strong street wall on
8 Mass. Ave., continuous retail, absolutely
9 minimal lobby. I think one of the things we
10 have all learned with these -- both office
11 and life science buildings, actually, is that
12 we want to minimize lobby space, we want to
13 maximize the opportunity for retail frontage
14 that's more a part of the streetscape than it
15 is a part of the architecture above. I think
16 of these ground floors as the vertical plane
17 of the public realm and it connects to the
18 horizontal plane of sidewalk. You know this
19 building at 350. It has retail in it today
20 literally that wraps around three sides of
21 the building, and then loading docks on

1 Blanche. And loading docks on 300 Mass. Ave.
2 would mirror that. What the rebuilding of
3 this site actually, one of the benefits is
4 really to create a better front door, a
5 better pedestrian access to the grocery store
6 beyond, and improve this what is today really
7 a service drive.

8 So if we look at the two sites, this is
9 a relatively small footprint. The basic
10 residential floor plate above is about 8,000
11 square feet. It's a little bit bigger on the
12 ground floor. We get the footprint of
13 retail, and we get a lot of footage because
14 it's a very little -- it's a very narrow
15 little piece, so you get the frontage on
16 Mass. Ave. and you got frontage along Sidney
17 street, a residential lobby on the corner of
18 Green and Sidney, and then some service
19 access and amenities for the residential.
20 And frankly the -- our determination or our
21 thought about where that building line is is

1 determined by the tower of the firehouse.
2 Our goal was to preserve that view to the
3 tower from as far a distance down Mass. Ave.
4 as possible. And what we preserve here,
5 maintain is about a little more than 3,000
6 square feet of open space that can, as I say,
7 accommodate that kind of active use which as
8 Roger and Peter said, obviously is intended
9 to make sense with everything that's
10 happening across the street at Lafayette
11 Park.

12 On the 300 Mass. Ave. site, just a
13 little bit bigger, you can see that like many
14 of the buildings in University Park, the
15 intent is that there's a through lobby,
16 there's access on Mass. Ave., an access on
17 Green Street and to this central lobby.
18 There's continuous retail frontage that wraps
19 around the corner. And as I said, this is
20 about 275 feet of frontage so it can have
21 some real impact on Mass. Ave. And you're

1 looking at retail built in and obviously the
2 demising lines are fictitious at this point,
3 but the intent is that we can accommodate
4 tenants of different sizes, and with a
5 reasonable amount of retail depth. This is
6 about 50 feet of depth. This is about 85
7 feet of depth. This is about 13,000 total
8 square feet of retail possible. So you can
9 imagine three, four, five tenants, the kind
10 of diversity and scale of retail frontage
11 that is -- I'm going to show you in a moment
12 a plan of all of Mass. Ave. from Central
13 Square, and it's remarkable how consistent
14 that pattern of retail development is along
15 Mass. Ave. in terms of depth, in terms of
16 storefront, and I think this fits right into
17 that pattern. You can see the core of the
18 building and the center of the building
19 service off of Green.

20 The opportunity for a little bit of
21 open space here which is quite deliberate,

1 its location I mean, in terms of the entrance
2 to the grocery store, and a little bit of a
3 definition that we think it can enhance that,
4 which is a little bit hidden today.

5 I'm going to show you a series of views
6 up and down the street. And this is clearly
7 a Zoning Petition and not an architectural
8 design presentation, so they're really just
9 to give you a sense of the size and scale of
10 these buildings and how they fit into this
11 context. So first looking east on Mass.
12 Ave., obviously we're at Norfolk Street
13 looking east, existing conditions today, and
14 the exact same view, we're drawing over the
15 photograph, you can see the residential
16 building set back off of the street and as it
17 comes down and then its ground floor actually
18 sticks out a little bit further. And then
19 300 Mass. Ave. beyond, and just see a little
20 bit of that street wall and how that street
21 wall can fill in and maintain some of the

1 continuity of Mass. Ave. on the south side of
2 the street. So what we're showing you is the
3 height that would be allowable under the
4 Zoning Petition both for the residential
5 building and its penthouse and the height
6 that would be allowable for the office, life
7 science building with its penthouse. The
8 drawing includes a 32-foot tall penthouse on
9 one part of the building. And what you can
10 see in the model probably better than in
11 these perspectives is unlike the former
12 submission, the opportunity to actually
13 manipulate this massing and achieve the
14 square footages that Peter described, but
15 push a good part of that massing back off
16 Mass. Ave. and get a little bit more
17 manipulation of the massing on the street and
18 some of the diversity that I think is part of
19 what Mass. Ave. is about.

20 Getting in a little closer, now we're
21 across the street at Joe Roan Park

1 (phonetic), and you can see obviously the
2 fire station at 350 Mass. Ave. and then the
3 opening in between. And so we are in type
4 now. This is 14 stories of residential as
5 Peter mentioned. About 130 units. The floor
6 plates are about 8,000 square feet. It is
7 almost square in plan. You can see that in
8 the model. And we haven't really -- we
9 haven't designed a building at all, and we
10 haven't really manipulated the massing very
11 much. The opportunity, though, is as you can
12 see a little bit in the model, the
13 opportunity to kind of slide some forms
14 passed each other and create some thin
15 proportions to what is a relatively small
16 footprint. And then beyond, you're looking
17 at the retail at the base of 350. And then
18 the profile of 300 that would actually reach
19 the street -- well, it all reaches the
20 street, but the taller profile that is seven
21 stories and then the profile beyond that is

1 four stories.

2 Directly in from across the street,
3 excuse me, into the park and the view of the
4 building, and you can see the opportunity to
5 -- this is that one-story piece that kind of
6 projects out of the base of the building.

7 The retail goes into the base and so it can
8 have that frontage that wraps around.

9 Obviously we'd like to think that this can be
10 very openable kind of storefront. Take
11 advantage of that open space. Spill out into
12 the open space. And the terrace we're
13 showing above is probably an amenity for the
14 residents, meaning that there's some kind of
15 common space for the residents on the second
16 floor. But, again, the sense of we've seen
17 that in a number of places in Cambridge, the
18 opportunity to get active spaces on second
19 floors that just animate the street a little
20 bit more.

21 And now look -- a couple of views. I'm

1 going to walk west starting from in front of
2 the Novartis building, and you can see the
3 old Necco building. And now you can see a
4 little bit about what I'm talking about, the
5 opportunity to manipulate this massing so
6 that there is the seven-story piece, the
7 four-story piece, and the rest of the
8 seven-story piece is set back. That
9 horizontal dimension is a little bit more
10 than 40 feet. So you can get a profile on
11 the street that is actually, I think,
12 significantly less than what we saw
13 previously. And then we walk a little bit
14 further west down the street. And, again,
15 this is not architecture, but simply the
16 massing diagram, that lower portion that's
17 four stories that retail, as I said, there's
18 275 feet of frontage. If you take out 35
19 feet of lobby, we have the opportunity to do
20 240 feet of retail, continuous retail
21 frontage. And think about that as part of

1 the streetscape, and actually really separate
2 it from the -- visually separate it from the
3 building above so that as you get in close to
4 it, really use -- and this again is not
5 architecture, but use all of the vices that
6 we have to really create small scale active
7 spaces that can be openable and operable,
8 that can hold that kind of view corner down
9 the street, connect the vertical with the
10 horizontal and create the kind of enhanced
11 streetscape that we've talked about so much.

12 This is the diagram that I mentioned.
13 This is existing, what's out there today, and
14 we just did a survey up and down the street
15 all the way from River Street down to Albany
16 and it's kind of fascinating obviously. On
17 the west end it's quite continuous, but what
18 I find very interesting here is how
19 consistent the depth of that retail is. Now
20 part of it is clearly land ownership, you
21 know, buildings that face to Green and

1 buildings that face the Mass. Ave., but you
2 get this kind of consistent depth of 50 to 60
3 feet of retail depth. You get quite an
4 interesting mix of uses between the different
5 categories of retail. You start to -- it
6 starts to break apart a little bit as you get
7 a little further east towards the river, and
8 we have an opportunity to fill some of that
9 in. And so, the pieces that are proposed --
10 this is the retail that would be at Sidney
11 and Mass. Ave. with its kind of open space,
12 terrace space out in front of it, and then
13 that retail that that's the frontage that I'm
14 talking about on Mass. Ave. and the depth
15 that varies from about 50 feet to about 85
16 feet in-depth, that's kind of in that, I
17 don't know, paradigm of Mass. Ave. And you
18 can see, you know, there's probably about 275
19 feet right there, and I think there's about
20 six, seven tenants right there, and that's
21 the kind of diversity that we would seek to

1 achieve here.

2 If you look at the streetscape today as
3 it exists, again, we're going from Albany all
4 the way over here to River. This is simply
5 the streetscape of buildings. And what we've
6 done, this is Necco, Novartis and Landsdowne
7 Street. And you can see the building --
8 outline of the buildings beyond. So you see
9 35 Landsdowne. You're seeing 100 Landsdowne
10 Street, 40 Landsdowne Street. So you're
11 seeing those profile of the buildings beyond.
12 And then here's the block of small buildings
13 that we're talking about, and then 350 Mass.
14 Ave. And then as these buildings are laid
15 in, the opportunity to manipulate this
16 massing in a way that you hold almost
17 two-thirds of that frontage down to that
18 four-story level, let some of it go up to
19 seven and the rest of it go up to seven, but
20 push back 40 feet or the street. And, again,
21 on the corner of Sidney and Mass. Ave., the

1 residential tower, and that's drawn at what
2 would be allowable under the Zoning at 165
3 feet.

4 And so that is the proposal as we
5 present it to you tonight, and we are
6 available to answer all of your questions.

7 PETER CALKINS: And I just have one
8 little piece that I might have mentioned
9 before but, you know, I know there are always
10 questions that come up about traffic and what
11 does this mean for traffic generation. And
12 so I just thought I would address that
13 slightly. Those of you who have been around
14 for a while will remember that back in 1988
15 in addition to the Zoning, we all signed a
16 traffic mitigation agreement for University
17 Park. It was probably one of the first
18 traffic mitigation agreements around. It set
19 a p.m. peak hour trip gap of 1700 cars for
20 University Park as it was ultimately
21 developed. Over the years we've been pretty

1 successful at implementing traffic mitigation
2 measures. You know, keeping the driving
3 down. I think our single occupancy number is
4 down to 48 or something like that. 48, 50,
5 somewhere in that range.

6 The counts that we did about a year and
7 a half ago in November of 2010 which were we
8 brought VHB which we do every year to, you
9 know, do traffic counts at our garages and
10 then make estimates of the parking that's
11 generated from other uses, indicated that at
12 that time, you know, p.m. peak hour was 1,010
13 cars. Well below the 1700 gap. We asked
14 them last April in connection with our first
15 petition to look at the effect of 300 Mass.
16 Ave., and their indication was that that
17 would probably add 125 cars to that number.
18 So that would bring us to 1,135. We haven't
19 gone back to them yet to update for the
20 residential piece, but you know, if there's
21 two cars per thousand and even half of those

1 cars are coming in -- or two cars per unit.
2 One car, one car per two units which is about
3 our usage. So if we have 130 units, we might
4 expect that 60 or 70 of those residents might
5 have cars. That's about what we're averaging
6 across University Park. If even half of
7 those people came in at that peak hour, that
8 would only be another 30 cars on top of that.
9 We're well below that original commitment of
10 1.7.

11 And that's true, I don't think we even
12 mentioned -- we're so used to having talked
13 about it. We're not intending to build a
14 single additional parking space with this
15 project. We do have three parking garages
16 near University Park with about 2600 cars.
17 We have the capacity within those garages to
18 be able to handle this additional usage both
19 from the 300 Mass. Ave. building and also
20 from the residential. So we won't be adding
21 any parking to the supply.

1 HUGH RUSSELL: Okay, thank you.

2 Do we have questions or do you want to
3 go to public testimony now?

4 WILLIAM TIBBS: Public for me.

5 HUGH RUSSELL: Okay. So I think
6 Liza probably is coming around the corner to
7 get the sign-up sheet if there is one. Yes.

8 LIZA PADEN: Nobody signed up to
9 speak.

10 HUGH RUSSELL: Nobody signed up to
11 speak.

12 There maybe are people who wish to
13 speak. So the rules of the Planning Board
14 are that you -- people can speak when they're
15 called upon. They should limit their remarks
16 to three minutes. They should give their
17 name and address to the recorder. If your
18 name is subject to any kind of ambiguity in
19 spelling, we'd appreciate it if you would
20 spell it. And so then I will -- I think I
21 see a City Councillor. Would you like to

1 speak first?

2 COUNCILLOR E. DENISE SIMMONS: No,
3 just hear to listen.

4 HUGH RUSSELL: Does anyone else wish
5 to speak? Mr. Matose.

6 So Mr. Matose will speak first and then
7 I'll recognize you.

8 ROBERT WINTERS: My name is Robert
9 Winters. I live at 366 Broadway, and my only
10 question -- I'm generally supportive of the
11 idea, including the building of the housing
12 there. I guess my question really is simply
13 this: Is that the one alarming aspect of
14 this is still, you know, takes a little
15 getting used to the height that's being
16 proposed in conjunction with what -- maybe
17 it's just my old fashioned getting used to
18 what I'm used to; right? So I wondered to
19 what degree is there as far as the economics
20 of this, how necessary is it to have the
21 heights both from a, you know, money making

1 points of view or from the city's relentless
2 desire to build housing anywhere and
3 everywhere? How negotiable is the height is
4 my basic question?

5 HUGH RUSSELL: Thank you.

6 Sir, would you like to speak?

7 PETER CALKINS: Sure.

8 HUGH RUSSELL: No, Peter. I was
9 recognizing the person behind you.

10 PETER CALKINS: Right behind me,
11 okay.

12 JONATHAN KING: Good evening. My
13 name is Jonathan King from 40 Essex Street
14 right in Central Square. Actually, I'm here
15 to hear the K2C2 presentation. I was not
16 aware of the scale of this proposal, but our
17 neighborhood association has been following
18 closely the plans for Central Square, and I
19 would say -- well, I'll just speak for
20 myself. I mean, these buildings are too
21 tall. They're just absolutely out of scale

1 with the Cambridge community. That
2 residential tower is, you know, kind of an
3 (inaudible) residence in Cambridgeport on the
4 other side of the street. I noticed there's
5 no shadow analysis. Clearly it's going to be
6 significant. But I would just say as a
7 resident, both buildings are too tall; right?
8 Necco building would set the normal roof line
9 that might carry down. Those of us who live
10 in Central Square and have to continually
11 walk by the two tall office towers in Central
12 Square, you know, are very sharply aware of
13 these questions of scale. And we've had many
14 discussions that we don't want the
15 residential neighborhoods to be Kendall
16 Square. We don't want to be Stamford,
17 Connecticut. I presume this is market rate
18 housing. This is not housing that, you know,
19 that our children will be able to afford.

20 HUGH RUSSELL: Thank you. I assume
21 that this housing would conform to the

1 affordable housing requirements of the city
2 which means about 13 percent of the housing
3 would be affordable --

4 PETER CALKINS: Yes, that's correct.

5 HUGH RUSSELL: -- people of ordinary
6 circumstances.

7 Yes, sir.

8 TOM STALLMAN: I'm Tom Stallman from
9 19 Channing Street in Cambridge.

10 HUGH RUSSELL: Tom, you can --
11 there's a lever on the left side that allows
12 you to raise the whole podium up to a
13 reasonable level.

14 TOM STALLMAN: There you go. Thank
15 you.

16 I'd like to speak to what it's like
17 walking this street which I do often, and the
18 wonderful difference that that existing park
19 next to the firehouse makes. It's
20 extraordinary compared with most of Mass.
21 Ave. and Central Square in that it has some

1 depth to the green. There's big trees there.
2 And I don't, I don't object to the heights
3 per se. I don't object to the density per
4 se. What I do object to is removing that
5 whole park and putting building there
6 instead. And I think there's an opportunity
7 here to have it both ways if that same model
8 that's up here where you have a very deep
9 park off of Mass. Ave. that allows for these
10 big trees in a different sort of park in a
11 typical urban park, if you were to extend
12 that same vocabulary to the 300 Mass. Ave.
13 site, rather than maintaining that current
14 sort of gritty -- people in Central Square
15 don't like using the word gritty, but it's
16 wonderfully gritty, and I like it. Instead
17 of having buildings right up against Mass.
18 Ave. and just making them taller, there's an
19 opportunity here to introduce a little bit
20 more green, a little bit more nature to Mass.
21 Ave. And I think Central Square needs that.

1 Every opportunity that we have to put it in
2 there, we ought to grasp as it. So don't
3 object to the heights. I do object to losing
4 so much green area, and why not put it at 300
5 also? Then you can have the -- you can have
6 the residences, and you can have the offices
7 and the other retail stuff, but you're
8 introducing this greater depth of green
9 space.

10 Thank you.

11 HUGH RUSSELL: Thank you.

12 I recognized you, James.

13 JAMES WILLIAMSON: Go ahead.

14 HUGH RUSSELL: I recognized you,
15 James.

16 JAMES WILLIAMSON: Do you mind?

17 HUGH RUSSELL: Just I would like you
18 to speak and I'll recognize the next person.

19 JAMES WILLIAMSON: I wasn't quite
20 ready if that's all right.

21 JULIAN CASSA: Hi, my name is Julian

1 Cassa, C-a-s-s-a. I live right around the
2 corner on Windsor Street. You can't see it.
3 It's right above and Main Street. This
4 directly affects me for sure. I'd like to
5 say a few things.

6 One, I have a serious issue with the
7 height. I theoretically have zero problem
8 with both developments, which is a little
9 unusual for me to feel that way, but I will
10 say that I think that's wonderful and
11 obviously we know that's an eyesore over
12 there. This is my first Zoning Board meeting
13 and so I'm going to raise a couple things for
14 you to think of or questions.

15 One, even though they're not adding a
16 lot of traffic and they're adding no parking
17 spaces, that area is extremely busy,
18 especially the peak times. And so I'm a
19 little hesitant of the height. I'm hesitant
20 of the amount of total space you're adding.
21 Like, we could add more retail and less

1 residential. If you could find in it in your
2 heart or in a way to actually continue to
3 keep some of the green space, I think that's
4 a good idea. One of the things that I've
5 seen at some of the meetings going on in the
6 city around here about this stuff, is that
7 people want a central place to meet and they
8 don't want to feel like they have to stand on
9 a street corner, which is part of the problem
10 in Central Square. So, height I have an
11 issue with. Otherwise I think it's a great
12 thing overall. And I would just wish we
13 could really find a way to -- how do I say
14 this? Maybe not move so quickly. I mean,
15 whenever we give up this space, in 100 years
16 from now Cambridge is going to look like
17 Times Square. And so I guess my question or
18 problem is a macro broad one of which this
19 specifically is not necessarily a problem to
20 me or in the front. It's the fact that when
21 you put this conjuncture within the 30 things

1 that are going to get done over the next
2 decade. And I just wish we move a little
3 slower and maybe keep the height a little bit
4 lower or find a way to maybe to do one
5 project and then another five or ten years to
6 do the second project simply because I don't
7 see what the rush, Cambridge the city is in.
8 It's extremely dense. It's we're doing great
9 with the surplus as a city. We're doing
10 wonderful projects when these projects do get
11 put in. They are wonderful. I just wish to
12 the Zoning Board that you would think about
13 maybe staggering or slowing some of the
14 growth just because it's gonna happen no
15 matter when -- it will always happen. I just
16 wish it wasn't happening within the next five
17 or ten years.

18 Thanks.

19 HUGH RUSSELL: Okay, thank you.

20 Does anyone else wish to speak?

21 Okay, James.

1 JAMES WILLIAMSON: Thanks. James
2 Williamson, 1000 Jackson Place.

3 I -- a summer, many summers ago before
4 all of this construction I spent the summer
5 with friends who were living in a house that
6 was about to get demolished across the
7 backyard from the famous Peter Valentine
8 house just below the edge, bottom edge of the
9 screen. This area is back in the recesses of
10 my mind near and dear to me, but it doesn't
11 look at all like it used to, that's for sure.
12 And change, if it's done well, is necessary
13 and inevitable and welcome if it's done well.
14 I have a concern about the impact on
15 Lafayette Square, which is, I think, now
16 recognized as a successful urban space which
17 we ought to cherish, support, and protect in
18 what we allow to happen around it. And I
19 guess one wonders if this -- the elimination
20 of the park space with residential
21 construction and some retail is going to help

1 that or is it going to impinge upon that. I
2 take the No. 1 bus. Anybody who takes the
3 No. 1 bus down Mass. Ave., knows that there's
4 one stop in front of the Asguard (phonetic)
5 and it -- the service already -- I mean try
6 to get on the bus, never mind -- forget about
7 getting a seat on the No. 1 bus. I don't
8 know where the public transportation capacity
9 is going to come from to support this. We've
10 already seen an impact in terms of alcohol
11 license jiggering, where All Asia has been an
12 important funky place, the kind of place that
13 we recognize in our studies of Central
14 Square, we want to preserve and support. A
15 deal has already been made involving
16 modifying city regulations governing where
17 you can have a liquor license, what sort of
18 entrances and exits you have so that the
19 owner of All Asia can move around, move a
20 place, and locate it on Prospect Street away
21 from Central Square. So we're already seeing

1 impacts from this, you know, that we may not
2 necessarily find our optimal, whatever word
3 you want to use, for the other areas that are
4 a concern to us. So -- and the last thing is
5 having unfortunately gotten here late, I'm
6 not sure what the overall impact of the
7 height and density is going to be, but I
8 presume that it wouldn't be here under a new
9 modification if it weren't more significant
10 than had been intended sometime ago. And
11 that is of concern to me, and I'm just not
12 sure we want to live in Route 1, you know,
13 along Route 128, migrating more and more to a
14 community that some of us still value as a
15 community not as an industrial park. So,
16 thank you.

17 HUGH RUSSELL: Does anyone else wish
18 to speak?

19 Sure, please come forward.

20 ROBERT SIMHA: Robert Simha,
21 S-i-m-h-a, 303 Third Street.

1 I just want to make one suggestion for
2 the consideration of the Forest City people
3 and also to reflect some of the concerns
4 about small scale retail. One of the things
5 about 300 Mass. Avenue is that the lobby
6 orientation from Massachusetts Avenue to
7 Green Street would suggest, and the fact that
8 as you exit on the Green Street side, you are
9 almost lined up with the garage of the
10 existing Forest City development.

11 One of the things I would hope they
12 would consider is to consider instead of just
13 having a lobby, is to develop a gallery or a
14 galleria through the building so that the
15 interior of the building can be enlivened
16 with perhaps really small scale retail
17 activities, increasing the amount of retail
18 space in the area. And also providing for
19 public connection from Mass. Avenue through
20 the building through the garage which would
21 encourage people using the garage to shop in

1 these retail spaces. That's my suggestion.

2 HUGH RUSSELL: Thank you.

3 Yes, sir, please come forward.

4 JOOKUN LIM: My name is Jookun Lim,
5 J-o-o-k-u-n L-i-m. I live on Essex Street,
6 34. I want to address the scale issues. If
7 you go across Mass. Ave. just right across
8 the street is an R-free zone. And if you go
9 further into Essex Street where I live is an
10 RB Zone. So within two blocks of here are
11 fairly low density places. So here you're
12 trying to transition from a really high
13 density scale into a fairly residential area,
14 which is sort of reasonably low density.
15 That is I think an anomaly in terms of how,
16 you -- how you define anomaly that I think
17 needs to be addressed. Other than that, I
18 think -- I like the idea of sort of making
19 the street more active and maybe the
20 sidewalks can even be bigger so that the park
21 will sort of extend to the sidewalk and

1 become part of the open landscape. But,
2 again, the design has not addressed the idea
3 of the transition from what is a relatively
4 low lying residential zoning into this
5 massive contrast and I think it needs to be
6 addressed.

7 HUGH RUSSELL: Is there anyone else
8 who wishes to speak?

9 (No Response.)

10 HUGH RUSSELL: Okay, I see no one.
11 So we will now -- does the Board wish to
12 discuss this at this time or ask any
13 questions?

14 PAMELA WINTERS: I have a quick
15 question.

16 HUGH RUSSELL: Sure.

17 PAMELA WINTERS: Is it 120 or 180 in
18 terms of housing in terms of height as of
19 right?

20 PETER CALKINS: As of right north of
21 Green Street here is 80 feet at the moment.

1 PAMELA WINTERS: Oh, 80 feet.

2 PETER CALKINS: With some
3 modifications due to the Overlay District.
4 So this is proposed at 165. This is proposed
5 at 115.

6 PAMELA WINTERS: As of right it's 80
7 feet and you're proposing 165; is that
8 correct?

9 PETER CALKINS: Yes.

10 PAMELA WINTERS: Okay, thank you.

11 HUGH RUSSELL: Any other questions?
12 Bill.

13 WILLIAM TIBBS: Can you talk a
14 little bit about height and why you picked
15 the 185 and how variable is that --

16 PAMELA WINTERS: 165.

17 WILLIAM TIBBS: I'm sorry, the 165
18 and the variable and what your thought
19 process was.

20 PETER CALKINS: Well, the thought
21 process was there's both a financial

1 component to it and there's a design, urban
2 design, you know, component to it. As David
3 pointed out, this is a fairly small footprint
4 of a building, 8,000 square feet. The effect
5 of that is you end up with a fairly
6 inefficient design. Most of our residential
7 buildings are about 85 percent efficient,
8 meaning that 85 percent of the building is
9 occupied by units that people live in and 15
10 percent is corridors and stairways and
11 service rooms and all of that kind of stuff.
12 This building, because of the ratio on an
13 8,000 square foot floor of how much common
14 space you have to have to have those same two
15 stairways that would service a 16,000 foot
16 building as well as an 8,000 foot building.
17 To have the elevators, to have the corridors
18 means that the building is about 75 percent
19 efficient. So it's a much more expensive per
20 unit building to build. And it is, you know,
21 helpful to have sufficient mass and density

1 that you can sort of eat some of that up with
2 enough height. I think, you know, we also
3 think -- we spent a lot of time looking at,
4 you know, with this model at different
5 heights and what we thought made sense. And
6 obviously, you know, it's a matter of
7 personal opinion, but the conversations that
8 we've had amongst our team, certainly with
9 the planning staff and with Goody Clancy and
10 with other sort of urban design professionals
11 who are looking at the city at the moment,
12 was that a building of this height, provided
13 you could, you know, keep it a sort of tall,
14 narrow, slender sense of feel, really would
15 be a strong addition to helping to define
16 this Lafayette Square Park. So it was a
17 combination of those two things that led us
18 to the 14-story proposal.

19 WILLIAM TIBBS: Thanks.

20 HUGH RUSSELL: Any other questions?

21 STEVEN WINTER: Mr. Chairman, can I

1 ask Roger Boothe a question?

2 HUGH RUSSELL: Sure, of course.

3 STEVEN WINTER: Roger, I wonder if
4 could talk to us a little bit about -- we've
5 heard some comments that this building is out
6 of proportion to what is around it, yet it is
7 on one of the main streets, one of our main
8 Avenues. What other kind of urban design
9 guidelines that we think about when putting
10 buildings this tall that are within a rock's
11 throw of much smaller neighborhoods?

12 ROGER BOOTHE: As I tried to
13 indicate in my opening comments, I think this
14 would clearly be a new landmark. If you look
15 at the model and think about Lafayette Square
16 today, I think we're all so gratified that we
17 had a little green triangle in 1983 in our
18 book on the Cambridgeport revitalization
19 plan. And it took many, many years to get
20 that park built, and I personally feel very
21 good about its success and I think

1 everybody's feeling it's a great thing. But
2 if you look at the space without the tall
3 buildings, the model there, it has sort of an
4 ill-defined edge along that side. And I
5 think being respectfully set back so far
6 makes a huge difference. We talked about
7 this a little bit in the height discussion we
8 had about Kendall Square when you look at the
9 East Gate Housing Dormitory in Kendall
10 Square, it's set back. People don't even
11 actually notice there's a tower there. I
12 think you'll notice this one because it more
13 for sure, but by being so respectful to the
14 fire station, I think the fire station
15 retains its landmark quality while
16 overlapping that with a modern, new statement
17 that is definitely a change for the area.
18 But bringing the people living there I think
19 will really help make that entry into the
20 University Park area feel a lot more lively.
21 Yes, it will be more urban, and people have

1 expressed some concern about that. And I
2 think we are looking at -- all throughout
3 this evening, we're talking about changes as
4 we kind of look at how to manage the uses
5 that want to go in the city. And I think
6 this is a good spot for height. And if we
7 had the rest of the model here, there are
8 those towers that were mentioned right in the
9 heart of Central Square, and I don't love
10 them architecturally, and I understand the
11 comment from one of the neighbors that they
12 are tall and you notice them, but they also
13 kind of say that's Central Square. And it
14 kind of really marks it. This is a very
15 important confluence of Main Street and
16 Massachusetts Avenue and it's now getting a
17 real success on the ground, and I think it's
18 appropriate to mark that with the residential
19 tower. And then if you look at the R&D or
20 life sciences building, it's clearly a
21 smaller impact, I think, than the historic

1 Necco building. That's been there for a
2 really long time, and it's now quite
3 wonderful having that occupied as opposed to
4 when it was a failing candy factory and then
5 kind of a vacant dead space there. And I
6 think something similar will happen here with
7 having the new users for the retail and new
8 presence on the street.

9 STEVEN WINTER: Thank you, Roger.

10 HUGH RUSSELL: Okay. Are we --
11 Ahmed.

12 AHMED NUR: I just wanted to comment
13 on Roger's comments. I was also part of the
14 Central Square Advisory Group that this was
15 brought up front to, and my understanding was
16 that the setback and leaving that park behind
17 away from Mass. Avenue somewhere 60 or 65
18 feet, is part of the accommodating for this
19 height to go, at least the three stories
20 above what they're allowed to. So 80 to 115,
21 that roughly adds up to three floors or so.

1 So about 30 feet higher.

2 PAMELA WINTERS: It's 165.

3 HUGH RUSSELL: 115 is on the left
4 side.

5 AHMED NUR: Oh, okay.

6 HUGH RUSSELL: The tower's actually
7 a lot taller.

8 AHMED NUR: Yes. The point being
9 that I was really glad to see that park to
10 remain there and not to be built on so that
11 way it connects to the row which is coming
12 across, and the two parks sort of jive, for
13 lack of a better word, and have a small
14 footprint of 80,000 square feet for floor
15 plate. So that's all I wanted to add.

16 HUGH RUSSELL: Okay. Are we
17 complete? Then we will put this on our
18 agenda at a later date for more discussion
19 and a recommendation to the Council, but
20 we'll take no action tonight. So thank you
21 very much.

1 ATTORNEY JAMES RAFFERTY: Thank you.

2 HUGH RUSSELL: And the next item on
3 our agenda will be the Zoning discussion, and
4 I'm sure there's going to be a lot of set up
5 so we'll take a five minute break so that we
6 can transition to that.

7 (A short recess was taken.)

8 HUGH RUSSELL: We'd like to get
9 started.

10 Okay, the next item on our agenda is
11 the general business item on the Kendall
12 Square, Central Square Zoning Study.

13 Iram, are you going to kick things
14 off?

15 IRAM FAROOQ: Thank you very much.
16 Iram Farooq, Community Development. I'm just
17 going to do a little introduction. We, the
18 Planning Board, went out on a walk. Most of
19 you were on a walk with us to look at Kendall
20 Square at what is being proposed, but we
21 certainly felt like there was a need to have

1 a more detailed update here with you given
2 that, you know, things are starting to bubble
3 up, like the public hearing that you just had
4 for Forest City, and this discussion will
5 help set the context for that as well as the
6 MIT discussion that is coming next. And we
7 have, I think most people know we've been
8 working for about a year on the Kendall
9 Square, Central Square planning study. The
10 work is primarily being done in addition with
11 staff by Goody Clancy, a team led by Goody
12 Clancy. And we're guided by two committees;
13 one in Kendall Square and one in Central
14 Square. And Ahmed serves on the Central
15 Square Advisory Committee. We have about 20
16 members on each one. It's a diverse group
17 with residents, business owners, property
18 owners, and institutions all represented to
19 try and get all stakeholders to the table at
20 the same time. We also had a series of
21 public meetings. And our most recent public

1 meetings in both squares were just last month
2 we had about 100 people at each one. So
3 we're feeling like we're getting good input
4 and feedback from a broad group. And
5 process-wise, the other thing I wanted to say
6 is that -- well, today we're really talking
7 about Kendall Square, because our Kendall
8 Square process is pretty close to wrapping
9 up. We're in the final stages. Central
10 Square is earlier in that phase, it's more
11 roughly halfway through, and we've been -- we
12 started that late because we were waiting for
13 the Red Ribbon Commission report and also
14 because it's just too big a task to tackle
15 all at once.

16 How is this all going to phase through?
17 The committee is going to formulate its
18 recommendations. We're still working on
19 right now, and they will come to you in a jot
20 version. If you recall what we have for
21 Concord-Alewife and ECaPs, it will come to

1 you in a draft version in a document like
2 this. And we will work with you on the
3 Zoning pieces which will be very conceptual
4 framework of Zoning, and then we'll be
5 working with you over the summer on refining
6 that and coming up with actual Zoning
7 language, working closely with staff. Jeff
8 and Les is assisting us with this as well.
9 And we'll put together something that looks
10 something like this, which is the Zoning
11 Petition and then that will go to City
12 Council as a Rezoning Petition and then be
13 back again to you for public hearing and the
14 whole rezoning process. So there's a lot of
15 -- Bill.

16 WILLIAM TIBBS: Were you describing
17 the Kendall or the Central or both in terms
18 of the summer work time and fall getting back
19 to the Council?

20 IRAM FAROOQ: So the process will be
21 the same for both, but Kendall will come to

1 you first because we hope to wrap that up in
2 the, hopefully this month, and start to bring
3 the conceptual framework to you.

4 Central we -- the committee process
5 will continue into the summer so it will lag
6 by a few months, and it's, I think, helpful
7 for all of us in terms of just how much
8 workload you all will have as well as staff.

9 So that will be how it -- I mean, I
10 just wanted to point out that there is a lot
11 of time to really delve into this deeply, but
12 David Dickson today will help set up the
13 discussions that we've been having as a
14 committee and the conceptual framework, the
15 big picture vision, and then that will help
16 us think about MIT's update also coming up
17 later in the evening.

18 So with that I'm going to turn this
19 over to David Dickson. Can I just recognize
20 that we have a bunch of comm -- we have at
21 least a couple of committee members here.

1 So --

2 HUGH RUSSELL: If you could raise
3 your hands.

4 (Show of hands).

5 IRAM FAROOQ: Thank you. If you
6 have questions for committee members.

7 DAVID DICKSON: Good evening. It's
8 a pleasure and an honor to be able to be here
9 and talk about Kendall Square. Sometimes it
10 takes a long time to talk about Kendall
11 Square, so something like this might be
12 taking too long and over speaking headlines.
13 This effort has been really exciting to me.
14 And I hope everyone has -- I've certainly
15 learned a great deal from the chance to work
16 with the advisory committee and others, and
17 I'm going to try to draw all of that learning
18 into tonight. What I've really come to
19 understand is that Kendall Square has
20 succeeded for several decades increasingly as
21 it evolved in a really competitive innovation

1 district. Largely a single use district. It
2 has worked hard to change in recent years
3 because innovation district is an oxymoron at
4 this time. It really needs to be a community
5 where people, live, work, play, study, and if
6 nothing else, that is the focus of this plan.
7 I want to talk a little bit about the
8 context, the core issues, opportunities and
9 challenges, the vision, and then run through
10 the plan as it's unfolding to give you some
11 context for the work you're going to see from
12 MIT.

13 The first thing I have to say is having
14 had a chance to -- the privilege of planning
15 with folks from Cambridge and other context,
16 there are some things that never change, and
17 liveability and character and influence on
18 the character of the neighborhood around you,
19 sustainability are very important. There are
20 particular issues here because in one sense
21 the terrific neighborhoods in Eastern

1 Cambridge are relatively stable places.
2 Folks kind of want to live there now and the
3 way they wanted to live 5, 10, 15 years ago
4 in the same kinds of houses. They are right
5 next to the place that is the heart of the
6 fastest changing part of our economy, and an
7 area that needs to change a great deal. Our
8 charge is how do we find the synergy in that?
9 Where are the benefits and how do we minimize
10 the cost? And of course Kendall Square has a
11 great deal to do, owes a great deal of
12 credit, it wouldn't be here if it wasn't for
13 its illustrious neighbor, MIT. But MIT are
14 increasingly and excerptly bound in terms of
15 each other's success. So I'd say whether
16 you're looking at it from the city, the
17 neighborhood from MIT's perspective, everyone
18 has the shared interest of making Kendall
19 Square more of a community, and in this way a
20 for effective, economic and
21 community-building engine. So we have some

1 real opportunities here. Kendall Square is
2 probably -- if you measure something like
3 patterns for brain or whatever, the most
4 productive innovation district in the U.S.
5 And that actually all has to do with the
6 density. It is easier to run into people
7 here, learn, be surprised than any other
8 research community center in the U.S. today.

9 It has made remarkable strides in its
10 transformation from being largely a single
11 use district for it's being a genuinely mixed
12 use innovation community, but there are
13 clearly major steps and we'll talk about
14 those, and it is obviously important to forge
15 not only stronger, maybe the word should be
16 better physical connections, but also
17 economic and social connections to the nearby
18 neighborhoods, to the rest of Cambridge. And
19 clearly we need to, I think, maximize the
20 synergies between MIT, Kendall Square, and
21 the region's economy. And there are real

1 challenges.

2 Kendall Square is pretty soon going to
3 be out of room to grow. Under current Zoning
4 you could grow by about a little less than 30
5 percent, probably less growth than it's had
6 in the last decade.

7 The public realm, there's 100,000
8 square feet of retail there, but it has not
9 yet come to life. There are spots that are
10 great, but it is not a place that people
11 yearn to be yet or many of them. There are
12 too few public spaces, and there are too few
13 poorly connected and too poorly connected to
14 the surrounding neighborhoods. The physical
15 connections I think are maybe better
16 understood. There are -- but the economic
17 and social benefits, particularly to people
18 who really need jobs, are not really that
19 tangible yet. One thing we discovered is a
20 great many of those seeking to get to Kendall
21 Square to do not yet have good transit

1 access, and we can do things to fix that.

2 Housing, not only is there not enough
3 housing but a particular family, grad
4 students, lower middle income people, all of
5 whom have real reasons in addition to rights
6 to be in Kendall Square are nearby, are
7 thereby -- have a great deal of trouble
8 finding housing now and they're going to have
9 more trouble going forward. And we are
10 pricing ourselves -- well, growth has helped
11 us with a lot of coverage, out of the
12 incubator space that will generate the next
13 generation of great folks. So we have to pay
14 attention to all of these things. But we
15 also have to pay attention to one more
16 issue. To me it's just fascinating. In a
17 way it makes things easier and in a way much
18 harder. Kendall Square grew during a period
19 where there were a surplus of the bright,
20 educated largely younger folks that are the
21 building blocks of its companies, of its

1 research endeavors. That era ended about two
2 years ago, and we are now facing a period of
3 about 20 years where we are educating maybe
4 half the number of folks that companies like
5 those in Kendall Square need. So there is a
6 tremendous competition for bright, young
7 folks that's emerging, and I would say no
8 matter how established any innovation cluster
9 community district is, it is vulnerable to
10 being out competed if the folks who are its
11 building blocks choose to go elsewhere, and
12 today they do not make decisions based on --
13 there are lots of focus groups around this,
14 around where they can find a good job. They
15 know they'll find a good job. They make
16 jobs. They decide to go where they can find
17 the lifestyle they want, and that's about
18 walkability; walking to work, hanging out
19 with friends, great public spaces. Luckily
20 that's also what makes a good neighbor for
21 the folks of Eastern Cambridge, and I think a

1 good piece of Cambridge as a community.

2 So, while one set of kinds of
3 buildings, increasingly housing, 303 Third I
4 think is a great development, define Kendall
5 Square's success as it has evolved. Probably
6 more than anything else the changing
7 generations of large buildings that house its
8 economic activity, the future is going to be
9 built out of the quality of life that new and
10 old bring together; housing, great places to
11 hang out. It's going to be its quality as a
12 community that is the measure of its success
13 and will fill its new -- its existing and
14 hopefully retail space.

15 So, the vision which we are crafting,
16 we as the whole group of us, advisory
17 committee, would begin with an enhanced
18 commitment to opportunity, liveability, and
19 sustainability for Kendall Square and for the
20 folks of Cambridge as the basis for continued
21 growth. A newly dynamic public realm to

1 connect diverse and -- expanded and diverse
2 choices for living, working, living, and
3 playing. If there ever were not a community
4 that's not one size fits all, it's this in
5 terms of the lifestyles it needs to appeal to
6 and should. And a really -- it's not just a
7 letter, but a spirit of partnership between
8 MIT, the city, the folks of Kendall Square,
9 the neighborhood, is really essential. Any
10 one of them could block growth. Together
11 they can all benefit. We can all benefit
12 immensely from a new period of growth.

13 So, the future of Kendall Square is
14 about great places, and the measure is do
15 they foster community? Do they bring folks
16 together? About mixing, living, working, and
17 playing in ways that foster interaction and
18 clearly a better environment, more
19 sustainable environment, and frankly more
20 responsible transportation access strategies.

21 So I'll start with place making which,

1 again, is really about bringing folks
2 together. It's about promoting a sense of
3 community. And it is our -- I think our
4 sense, our -- I'll add the committee to this.
5 That this is not just a matter of creating
6 green spaces. It's about a real continuum of
7 spaces from the most personal, quiet, little
8 gardens and courtyards to the most
9 interactive, parks, plazas edged with a
10 reinvented Kendall Square square and great
11 connections. The edges of buildings that
12 face the public realm similarly should be --
13 represent the full spectrum of a continuum
14 from front doors. No building should have
15 just a lobby. Every building should have
16 front doors with neighbors and I've got to go
17 back all the way to really active retail.
18 So, to make this tangible, one of the things
19 -- the really great opportunities here is to
20 -- I'll telegraph ahead. We've had, we have
21 three great -- we have two great market

1 consultants. One is Sarah Woodworth, really
2 looking at financial feasibility,
3 public/private partnership, there's a market
4 for research commercial space. The other is
5 Mike Burnes, someone's who's got the more
6 interesting job at really looking at real
7 retail, how can we bring the street to life?
8 Clearly increased housing has a lot to do
9 with this, but we are confident that we can
10 add about 100,000 square feet now in all of
11 Kendall Square. We can add about 150,000
12 additional here. So probably more than
13 triple the square, the active square footage
14 at the heart of Kendall Square, and create a
15 there-there; Main, Broadway, Third, The Broad
16 Canal should be one of the really vibrant
17 places in America, let alone this region, and
18 they can. The market will support that. And
19 I think the stakeholders are interested in
20 working together to make that happen. And by
21 concentrating other building's increased

1 densities around that, you increase the
2 number of people who could walk there and
3 support it and benefit from it and they can
4 happen. But, of course, we need a much more
5 -- there's much more to a public realm. We
6 need more large parks as land becomes
7 available. We need a whole network of
8 gardens. Just sort of personal places where
9 one can hang out with a friend and enjoy the
10 sun. I never thought that roof gardens were
11 worth very much until I listened to the folks
12 in Eastern Cambridge, note, and then mourn
13 the loss of some of what they have. And so I
14 went up there and looked around, and we
15 realized there's a chance for a whole new
16 generation of roof gardens that really
17 celebrate the ecosystem in this area.
18 Provide an amazing set of new generation of
19 places that people can go, quirky and
20 different from what we find on the ground.
21 Certainly not the only solutions plazas that

1 are edged with activity where tables spill
2 out. Where you really, you run into people,
3 very active places all connected into one
4 great continuum network. The folks from East
5 Cambridge Planning Team coined the term sort
6 of pearl necklace, since emerald was already
7 taken, to make sure that this is really a
8 connected system and to the neighborhoods
9 around it, and wherever you see dashed purple
10 is some of the 150,000 square feet of new
11 retail that can bring this to life.

12 So, how do we make this happen? It
13 doesn't happen by itself or just because the
14 market's there. The city is going to launch
15 a parks and public space planning initiative
16 which will look at all of these parks, and
17 the existing Rogers Park and the other
18 existing spaces planned for this area. And
19 will include way finding which I think is
20 terrific and can really be cool and creative
21 here and in making the system connected.

1 When we talk about public benefit funds, this
2 sort of sharing of the rewards. We are going
3 to talk about operating funds to program and
4 maintain and make sure there is life in these
5 spaces and they change over time. And we're
6 going to require and reward retail.

7 So, this is -- I think there are some
8 really very great tangible opportunities.
9 One is to connect Third and the Broad Canal
10 in a way that is just full of life as we add
11 housing to it, to sort of in-fill sort of
12 gaps and opportunities that are there, and at
13 the same time make sure that as Third Street
14 develops and every part of this area
15 develops, that there is real life on the
16 street. No building -- a building that does
17 not produce more vitality should not be built
18 in Kendall Square.

19 So let's now look at the sort of
20 built-in environment dimension of this.
21 About -- Kendall Square has about a thousand

1 units of housing and a little -- about eight
2 and a half million square feet of commercial
3 mostly research right now. If you look at
4 projects in the pipeline, that's going to
5 grow to about 14, 1500, about 10 and a half
6 million square feet. You'll notice that that
7 growth is about two million square feet of
8 research and a couple hundred thousand square
9 feet of housing, and very little growth in
10 retail, even though the retail's gotten
11 better.

12 Going forward, and we feel -- we're
13 confident that the market is there to do
14 this, and I'll answer questions as long as
15 you want to ask them about this, we believe
16 that the growth in research should be as
17 closely matched as we can find room to do it.
18 Now, this is really the critical, the
19 operative issue, with new housing. And this
20 is just in Kendall Square immediately.
21 Clearly there are opportunities for housing

1 in Central Square and along Main and other
2 areas. So that well, commercial space grows
3 by 60 percent, housing would grow a bit more
4 than double, and more than triple and retail
5 more than double. This would represent
6 instead of the three million square feet of
7 growth that's possible now with new Zoning
8 and basically new Zoning, about a little over
9 six and seven million square feet. So we're
10 creating the opportunity for about another
11 three million square feet, most of which is
12 going to housing actually.

13 So, how might this work? Well, I just
14 sort of picked by -- actually, this is by
15 chance, but it was sort of a cool area. Just
16 one little piece. And here's the Marriott.
17 Here's 303 Third. Here's the Broad Canal.
18 This is Third Street, Broadway, and Main.
19 And so what do we do here?

20 Well, first of all, we reserve sites
21 that are large enough to accommodate the

1 significant floor plates that research needs
2 for research. We don't have many sites left.
3 We think long and hard about using them for
4 other purposes. One reason we can afford to
5 do that is because in this area we have lots
6 of smaller sites, residual sites, sites that
7 can be developed, created through joint
8 development. We certainly don't want to --
9 we don't want to lose the theatre, the
10 culture that's planned for there, but we can
11 add to it. We can work with our good friends
12 at MIT to do more than they have planned and
13 create housing. And then we can require and
14 then reward retail in key areas so that in
15 this picture, there's about two million
16 square feet of new mixed use development.
17 About half of that is housing in this case.
18 About half research. 40,000 square feet of
19 it is retail. That would be approximately
20 six times the amount of retail that is there
21 now, and there's a great public space

1 network.

2 The other side of this is, of course,
3 to look at the buildings we create. So, I
4 sort of organized them into three buildings,
5 into three areas that are really important.

6 One is the street wall, 85 feet. About
7 the height of 303 Third. We actually
8 thought, as we did a lot of looking, that
9 that represented a very good sort of street
10 wall height. It works at 303 Third. I think
11 everybody did a great job of creating that.
12 And this would be space where it had to be
13 active. If you couldn't make retail work,
14 then lots of front doors like 303 Third has
15 along its side. It could go for a block.
16 We're not worried about separating buildings.
17 We want continuous street frontage.

18 Then we go from 85 to 200. This is
19 sort of the mid-zone of buildings, the taller
20 they are, the more -- the less we want -- but
21 we wanted no building facades that were more

1 than basically half a block or a little bit
2 more so that we had a sense of variety. And
3 variety's a very important word here. We did
4 a lot of looking, and 175 by 175 seemed to
5 produce that. The higher up you go, could go
6 to 120, the more we want buildings spaced.
7 But then we come to buildings that really are
8 the upper zone, and not trying to get passed
9 that there, and here the same building's a
10 half a block or so or less. And as above 200
11 feet, we want 100 feet of spacing, and then
12 for housing where we could have small floor
13 plates, go up another 50 feet. But then
14 buildings need to be spaced by 200 feet. And
15 then we can probably get four or five of
16 these buildings if you look at it
17 realistically. And design guidelines really
18 matter. We won't talk about these in detail.
19 But these are basically -- will be offered to
20 you as a basis for discussion with proposals
21 as they come forward. I know you have your

1 own thoughts, but we like to give you some
2 ammunition. So clearly the first 85 feet of
3 the people plain we'll call it, probably
4 doing the obvious, but really making sure
5 that this -- every building animates the
6 street and, therefore, animates Kendall
7 Square and offers a (inaudible). Makes it a
8 place that invites people to be. And as we
9 look to the upper above 85 feet, it is really
10 about performance. We've done a lot of work
11 to look at shadows and where we want to
12 prevent shadows. The performance criteria to
13 attach to shadows because public space is so
14 important. A sense of variety. Even all
15 glass buildings will be dull in ten years
16 quite possibly so we want to mix of materials
17 and colors. And if it's all glass, you know,
18 there's variety there, too.

19 Distinctive skyline. One of the little
20 challenges we have is that we get floor
21 plates up to about 30,000 square feet and

1 then we think buildings just get too big. We
2 had Roger's help with this. But a lot of
3 tenants need and wanted -- legitimately need
4 60 or 70,000 square feet. And so what we've
5 done is develop a language of connectors that
6 do not unite buildings in form, but can unite
7 floors in some cases, they would never be in
8 the public circulation. This is not a matter
9 of taking circulation off the street, but it
10 is allowing Kendall Square to thrive from a
11 number of different perspectives; as a place
12 of urban design and as a place of global
13 leadership and research. Active street
14 frontage is hugely important. Educational
15 cultural has been criticized, I think,
16 rightly by some of the advisory committee
17 members who want to make sure that if
18 somebody says their ground floor is a museum,
19 it's a really cool interactive space where
20 the sidewalk is a part of that museum. One
21 way we can do that is because wherever

1 somebody might want to do that, they're
2 required to do retail. They'll have
3 negotiate their way into a different
4 solution. And the city has ever so kindly to
5 take over space that is vacant for -- and we
6 haven't picked a period of time. It's not
7 just being fitted out for a tenant and put an
8 arts organization, or some other active group
9 that will again interact with people and the
10 street if the building is residential down on
11 the ground floor because in some cases that
12 will be appropriate, there are, just as you
13 approved, from probably our ECaPs
14 presentation and it happened in North Point
15 and 303, there will be townhouses and row
16 houses at the street level with front doors
17 and stoops. And retail will be exempted from
18 FAR calculations, but it will also end
19 require. So in other words, it will require
20 it but you can still have a floor valuable
21 research space so that hopefully the world

1 wins.

2 Housing has been a major issue. There
3 is just a little bit of suspicion that the
4 development community has never been able to
5 make housing compete with research and so we
6 want to help. By saying that you cannot
7 build more than 40 percent of your office or
8 research until you have built a significant
9 amount of your -- and that has yet to be
10 defined, but it will be, of your research --
11 of your housing. You cannot finish your
12 research, do more than 80 percent of it or
13 other commercial of it, until you have
14 finished the housing. You can't get passed
15 80 percent until you've completed the housing
16 that's in your development agreement. And I
17 should note, something that I think folks can
18 see others take no pride in, you just saw one
19 example, but the -- those who are bashing
20 development proposals who had a grand total
21 of \$80 units when we started, have become

1 interested in attributing housing in this.

2 Community and benefits I think are --
3 everyone should benefit as anyone benefits in
4 Cambridge, and so we want funds, \$2.50 a
5 square foot to support parks in public space.
6 To support and expand transportation.
7 EZ-Ride and things like that to really make
8 the public transit system work. But I think
9 most importantly workforce readiness,
10 education, the kinds of programs that will
11 mean that -- and I'm not trying to be silly
12 here, but any child in Cambridge who lives
13 within -- particularly who can see this, but
14 who lives in a community that hosts this
15 vibrant piece of the economy, should have a
16 shot in participating in it. And think of
17 the fact that we have a labor shortage, that
18 it's important pragmatically, but that this
19 is sort of a new frontier that I think it's
20 important for Cambridge to cross. These
21 \$2.50 per square foot contributions would

1 be -- it would be in addition to 10 cents per
2 square foot because everything has to be
3 operated and maintained and also programmed.
4 So it would be great.

5 So I want to finish much more quickly
6 with sustainability and transportation.
7 Sustainability is really a matter of the fact
8 we're giving people the right to develop more
9 and we can ask more back and should. And
10 Cambridge would want to. I mentioned
11 sustainability as something one will say
12 anywhere in Cambridge, and here we have some
13 real opportunities to require LEED or its
14 equivalent LEED gold or its equivalent in
15 terms of criteria that buildings should meet,
16 encouraging on-site generation,
17 co-generation, and in other -- and really
18 making sure that folks do not need to drive
19 here no matter where they live in this region
20 and other things.

21 And then when it comes to

1 transportation, this to me is one of the most
2 intriguing, when we did work on ECaPs about
3 ten years ago, we were so proud of ourselves,
4 we developed a series of strategies that cut
5 the then anticipated traffic generation by 50
6 percent with the same square footage, and it
7 hasn't nearly reached the levels that we were
8 proud to cut it to. In fact, we had parking
9 maximums that perhaps were a bit excessive,
10 but, you know, we learn from our mistake.

11 So we are -- have a lot of, I think,
12 real confidence that initially with TMA, with
13 EZ-Ride and similar tools, and then working
14 with our dear MBTA, that we can provide much
15 better access, not only for folks who can
16 already get here, get here more easily, not
17 only for anybody that lives in Kendall or
18 Central or Eastern Cambridge or Central
19 Cambridge, to get here without having to
20 drive, so walk. Either if they can't get to
21 the T now, but also for the roughly 50

1 percent of the folks who work here who have a
2 much harder time than they should by getting
3 here by transit. The critical sums analysis,
4 you're all familiar, with looked at this area
5 and basically the results are -- there were
6 no significant repercussions from this
7 development. I look to the folks from the
8 city can answer this more.

9 So here is Kendall Square in five --
10 no, 10 to 15 years, maybe sooner. You will
11 notice the Volpe site is included here. I
12 should note that every bit of public policy,
13 no matter which party you're part of, and the
14 future of Kendall Square are all about its
15 making a transition and to be a more
16 productive asset for everybody. And this is
17 the city's chance to get ahead of that
18 process and create the rules of engagement,
19 so to speak, not that it will be a battle.

20 So I want to finish by talking about
21 some of the implications for MIT, and I

1 should note they've been a very active
2 partner, and from my standpoint, and I can't
3 speak for them, made a lot of changes in
4 response to the advisory committee has talked
5 about and we talked about. And I'm kind of
6 looking forward to where that is now.

7 But some of the things to think about.
8 That they are very much -- one of the ironies
9 here is that everybody needs housing but
10 nobody's quite in the business of providing
11 it, so we all have to share the burden. And
12 MIT is graciously going to step forward I
13 hope with a lot more housing than they had
14 additionally had proposed. It's about
15 activating Main Street, which means the
16 retail in this area first should go to Main
17 Street, and then if there's retail market, we
18 can really establish and bleed in to other
19 areas, maybe in more truant MIT, and I think
20 they've become very supportive of bringing
21 Main Street to life. We also think that

1 their ability to engage Main Street and
2 really bring MIT's story there is good for
3 everybody, including them, and they'll talk a
4 lot about that. And to connect the infinite
5 quarter to the public realm is a miracle
6 other than at Mass. Ave. We want to really
7 enhance public spaces.

8 Kendall Square and Main Street I guess
9 I really talked about that. Encourage our
10 good partners to provide more visible and
11 clearcut paths through the institutes to the
12 river, because one of the great ironies is
13 you know it's there, but it's hard to get
14 there. Activate connections to the Broad
15 Canal because they own -- it's also some of
16 the real estate that can really make that
17 connection just terrific.

18 We want to mix new and old, and I think
19 find a way to do that. And one of the things
20 I didn't mention earlier but well, no, I
21 probably said enough. So on this note -- I

1 won't say anymore. I look forward to any
2 questions you have or see the floor to my
3 following actor.

4 Thank you.

5 HUGH RUSSELL: Thank you, David.
6 Are there questions?

7 IRAM FAROOQ: I just wanted to
8 define one or two things that David said that
9 I just want to make sure. So, for instance,
10 when he was talking about full block
11 buildings at 85 feet, I think we're saying
12 that but there are really not a lot of
13 opportunities where somebody could build a
14 building that is a full block except for the
15 on the Volpe side, in which case you wouldn't
16 really want a building that is a full block
17 long. And we have the plan as David showed,
18 the three-dimensional plan which will be part
19 of the planned document that you will be
20 referencing that talks about connectors
21 through those blocks so that we have humane

1 city streets throughout.

2 And then the second point was about
3 retail. The city is not actually going to
4 take over unoccupied retail. But we did --
5 but what we have proposed is that we would
6 work in partnership with the property owners
7 because we find that the Art Council actually
8 is really interested in being able to do
9 short-term pop-up events. It's starting to
10 happen a lot in Central Square, and that
11 would be something that the city could help
12 partner with development to make that happen.

13 And also, finally, I wanted to say that
14 the public -- a lot of the very specific
15 stuff that David had in the presentation
16 today, is still under discussion at committee
17 and we need to kind of do some checks with
18 entities even like the Law Department when we
19 talk about the fund. We need to make sure we
20 actually have the authority to do that. So
21 those kinds of checks will be ongoing. So

1 what you eventually see might be slightly
2 different from what you've seen today, but
3 these the principles that we are working
4 towards right now.

5 Thank you.

6 HUGH RUSSELL: Okay, thank you.

7 DAVID DICKSON: Maybe we should both
8 answer questions.

9 Thank you.

10 Any questions?

11 HUGH RUSSELL: Bill.

12 WILLIAM TIBBS: I guess I have some
13 questions and I would hope that we could, for
14 whatever amount of time we're willing to
15 spend on this, that it can really be a
16 discussion because I think that's what we're
17 here for. I guess I have two questions and
18 I'll ask both of them.

19 One is what are the -- you kind of
20 excited me with all these ideas and concepts
21 and stuff like that. And what are the

1 mechanisms that really make this stuff work?
2 The, you know, we've heard the term that
3 Zoning is a very blunt instrument for these
4 things and, you know, we have our overlays
5 and stuff like that. You commented on it a
6 bit when you said that we could do things
7 like actually stage and have townhouse type
8 things there. But in terms of -- from an
9 urban design perspective, what are the things
10 that we should be thinking about and the city
11 should be thinking about in terms of how to
12 really make this work? Because I've been on
13 the Board a long time and, you know, we've
14 talked about retail, we've talked about open
15 space, how those things were interpreted and
16 how those things are enacted and implemented
17 can make a world difference as to whether or
18 not something is successful or not. That's
19 my first question.

20 I guess my second question is as you
21 look at whatever the vision you sort of -- as

1 you look at these cute little sort of
2 drawings you have and you have a vision, is
3 there a precedent or an example or a
4 prototype that's somewhere else that's real
5 that we can begin to think of what this would
6 be 25 or 30 years from now? As you look at
7 the kind of density, the kind of connections,
8 the kind of package of stuff that you've kind
9 of tossed out at us, and which I think is
10 pretty exciting, what is it? I mean, we hear
11 people a lot talk about is Cambridge going to
12 be blah? You know, is it going to be Times
13 Square? Is it going to be these other places
14 that people really can't get a good handle?
15 And I was wondering from your perspective
16 what you think, and you can answer them in
17 whatever order or together.

18 DAVID DICKSON: Okay. And I'm also
19 going to try to answer them quickly because I
20 know you have a long agenda. If we want to
21 have a round table, we'd be glad to come

1 back.

2 So, first of all, in terms of the
3 reality, there's nothing more frustrating
4 than a vision that isn't (inaudible) -- I'm
5 going to try to talk in the most prosaic of
6 ways. I think around retail, first of all,
7 the fact that it would be required, it gets
8 you in to the -- gets -- opens the door in
9 the first place. The plan is going to
10 describe the kinds of retail that are
11 appropriate, including those needing to be
12 rethought going forward. Michael Burnes who
13 is terrific retail consultant and very
14 interested in A, the kind of retail that we
15 can attract here, and B, the kinds that
16 really will engage the kinds of folks who
17 Kendall Square is meant to attract. Those
18 who live nearby. Those who want to come and
19 want to work here, those who study here. And
20 I think we can make very clear the criteria
21 that as you in effect -- I wouldn't use the

1 word negotiate, but advise the city on
2 projects that come forward, I hope the plan
3 will be very helpful to you in terms of
4 saying is this what we intended? Is this
5 what the promise was all about?

6 Secondly we paid a whole lot of
7 attention to the market and adding 2,000 to
8 2,500 units of housing. 1,000 to 2,000 units
9 of housing will bring a new block of Main
10 Street to life. It's sort of a critical -- a
11 threshold. By going over that and still
12 more, I think we have a really good chance to
13 influence the nature of the retail, but have
14 the market do it in terms of retail that is
15 about people who live and work there, not
16 just destination. And I think that's one
17 reason why it's so important that the housing
18 move forward.

19 In terms of the believability of the
20 housing, which many have asked about, I think
21 there are two things. And I'll begin very,

1 very specific. If you look, Volpe which is a
2 very big piece of Kendall Square's future,
3 you know, will I think have a great deal of
4 control. You will have been ahead of
5 anything DOT does. And they actually are
6 dispensing of some sites -- disposing some
7 sites right now for similar reasons I read
8 today. But you will be ahead of them in
9 terms of establishing the city's requirements
10 for redevelopment in terms of mix of uses.
11 And, in fact, you'll have the foundation for
12 PUD in place, and I think that will be very
13 effective in terms of securing what you see.

14 In terms of Boston Properties, there
15 are real development rights here. A
16 substantial portion of them are housing. A
17 substantial portion are also research. But
18 unless they want to leave them on the table
19 or not move forward in tandem, those rights
20 really involve creating housing and our good
21 friends at MIT agreed to comport with

1 housing.

2 I'm probably -- I have pieces of your
3 question. In terms of the vision, we're
4 doing some similar work, we have been with
5 the University of Washington to create the
6 area -- right next to Seattle right next to
7 the university. They would love to have a
8 Kendall Square. So we spent a whole lot of
9 time looking around the country at what works
10 and what doesn't work. And places like
11 research triangle are falling behind because
12 they're spread out and dull. And places like
13 South Lake Union actually in Seattle or
14 Five-M that Forest City is developing in San
15 Francisco are thriving because you can do all
16 kinds of funky stuff there; shop, hang out,
17 whatever and create and innovate.

18 The South Lake Union in some ways I
19 think Kendall Square can be a lot way South
20 Lake Union. South Lake Union in some ways is
21 an interesting model because it's newer, it's

1 responded to market pressures particularly
2 around being a great place to be more
3 recently than much of Kendall Square, and so
4 the mix of housing and public space and sort
5 of coolness is kind of obvious.

6 One of the things that's very
7 interesting about housing is that it
8 increases in value. Clearly affordable
9 housing and real housing benefits to make
10 sure more people can live with these housing
11 matters. That said, some of this housing
12 will be very valuable. The higher it is, the
13 more valuable it is. The lower floors may be
14 free for other things. Maybe incubator
15 spaces, etcetera, that because the rents or
16 sale prices they would achieve aren't that
17 great. And that's something that South Lake
18 Union has experimented with.

19 Does this get at your question?

20 WILLIAM TIBBS: Yes.

21 DAVID DICKSON: Thanks.

1 trying to put those kinds of tools into place
2 which, you know, in our next time that we
3 come to you will come with those specifics.

4 HUGH RUSSELL: I just want to make a
5 couple of observations rather than ask
6 questions. I think what I'm hearing is that
7 there is insufficient critical mass in
8 several areas in the amount of housing, in
9 the amount of retail, and in the way in which
10 the open spaces connect and serve the uses.
11 So those are the -- to create a better
12 environment. Those are the needs we're
13 trying to meet.

14 There's a strong desire for people to
15 build more R&D space, and that's an economic
16 engine that attracts them.

17 What I haven't heard is there's the
18 eastern part of the MIT campus is also, you
19 know, five minutes' walk. There's a lot of
20 people who are working and there's some
21 people who are living within the very short

1 distance of Main Street and I'm wondering how
2 those -- that gets factored into this. I
3 don't think we're planning to tell the
4 institute what -- that they should change
5 their buildings, but that it's part of the
6 economic driver and part of the people who --
7 particularly the institute wants to see
8 served by this kind of increasing quality,
9 but so that's -- that's what I'm wondering
10 how that gets, you know, expressed in this
11 study.

12 And then there are a few MIT buildings
13 that are kind of in the way. I think it's a
14 list building is one building that's
15 particularly annoying because it's blank and
16 it's a half a story off and it's in a very
17 important spot on Main Street. And are we --
18 how are we addressing -- I don't think there
19 are a lot of buildings like that, but there
20 are a few buildings. Now, I would hope we'd
21 have a vision that would say, okay, well, you

1 didn't achieve what we hoped for in the Koch
2 Building. What are some new ideas to enliven
3 that block-long frontage which is pretty
4 blah. So those are sort of my comments.

5 DAVID DICKSON: Very quickly, we
6 will address the Koch Building.

7 And your other points I think are
8 really interesting. They're even a little
9 bit provocative, and I think we'd all love to
10 think more about the interface between this
11 plan and MIT and maybe this will be more
12 usefully thought of by all of us after MIT's
13 presentation but it's a really good point.

14 Thank you.

15 HUGH RUSSELL: Are there other
16 questions or comments from the Board or go on
17 to the next piece?

18 WILLIAM TIBBS: I just want to say
19 that this does go to the next piece, and that
20 is that what this really makes me well aware
21 of if I look at our whole agenda for the

1 night, is that time is of the essence here.
2 I think because we have things before us
3 which would be great to have the framework in
4 hand that you are talking about. But as you
5 mentioned, it's going to be the haul before
6 that happens, and in this area maybe even
7 later for Kendall Square. But yet I think
8 obviously we will have things before us that
9 require us to begin to do that. And for me
10 I'll just give a reaction that I had to
11 earlier in the evening, is that I wanted to
12 see some context as to what we were thinking
13 about from a broader planning sense to get a
14 better sense as to whether or not that
15 proposal makes sense to me or not. I'm sure
16 that will happen as MIT sort of begins to
17 just talk about whatever they're thinking
18 about. And so I guess I'm concerned about
19 just the flow for the work that we have to do
20 relative to this work, which actually I'm
21 pretty interested in and excited about. So I

1 just wanted to toss that out as --

2 DAVID DICKSON: If you want to hear
3 about Central Square, it's on this computer,
4 too.

5 HUGH RUSSELL: Well, I guess my
6 thinking is that having heard MIT's proposal
7 last year, seeing your description of the
8 vision, I don't think there's a wildly
9 different notion behind the two efforts.
10 We'll find out more in the next half hour or
11 so, but because you're talking to each other,
12 there is a -- that's happening now. We'll,
13 you know -- we will have to make a
14 recommendation what MIT brings to us when
15 they bring it to us, which is apparently
16 going to be next time, in the next month or
17 two or three whatever. They'll tell us
18 maybe. Maybe they don't know exactly what
19 their schedule is. But -- so and then
20 there's the process can go on. I'm not too
21 worried about it.

1 WILLIAM TIBBS: I guess I do want to
2 say that I am worried about it only because I
3 don't want it to seem like that these are
4 kind of behind the stage or back door kinds
5 of conversations that we are having. And we
6 as a Board I think have the responsibility
7 and should have the framework that we need
8 for us to feel comfortable about decisions we
9 make. So that's my concern.

10 HUGH RUSSELL: Yes.

11 Tom, you're reaching for your
12 microphone.

13 THOMAS ANNINGER: Sort of, yes. I
14 guess the only thing that I've been thinking
15 about is that throughout your presentation
16 you make a lot of assertions of things that
17 people want.

18 DAVID DICKSON: Uh-huh.

19 THOMAS ANNINGER: And you make
20 allusions to the success of this area. Well,
21 what we don't have a lot of is data on just

1 what it is that these people want. I don't
2 fully know what it is that you're basing your
3 conclusions on.

4 DAVID DICKSON: Uh-huh.

5 THOMAS ANNINGER: And is it the
6 Committee's? Is it these focus groups that
7 you've alluded to a couple times? Is it your
8 learning from your travels around the country
9 to what works and what doesn't? Or is there
10 really a little bit harder data asking for,
11 for example, people who come here, why did
12 you come here? Is it -- we know some of the
13 reasons quite well. I don't think we know
14 them all. And I for one would be interested
15 to see if you have such information. I think
16 it would be interesting to share it with us.

17 DAVID DICKSON: Uh-huh. I think
18 that's a great suggestion. Maybe we should
19 put something together for you. We've talked
20 to the folks who hired these people about
21 what they said and as the company's

1 increasingly worked harder and harder to get
2 them to come here. I think it's very much
3 about what would their life be in a much
4 broader sense. There is a lot of national
5 data. CEO's for cities is a great website to
6 go look at for a lot of its research, because
7 the corporate side particularly of
8 innovation, the knowledge economy is painting
9 a great deal of attention to where folks want
10 to go before they're 35 because that's when
11 they move. And they're very, very
12 consistent. Part of that's backed up by the
13 fact that if you look at the last sentence,
14 the percentage of 25 to 30 referrals of
15 college education in center cities, even in
16 Detroit, grew by 40 to 60 percent in most
17 major cities that had any life to them. And
18 that was all about the same things that these
19 folks are looking for. They are looking for
20 diversity. And this is what focus group --
21 this is national so I can't -- and I don't

1 know what survey -- we have some survey data
2 that will get to you folks here. But they're
3 very interested in diversity, particularly
4 racial economic diversity. They are very
5 interested in options, in different lifestyle
6 choices so that they -- different kinds of
7 music, different places to hang out. They
8 tend not to have kids until much later, and
9 so that has become much less. Actually for
10 some -- many cases graduate students are most
11 challenged by that. But folks who come to
12 make job decisions here tend to really be
13 looking for lifestyle for them and not just
14 their kids. I could sort of go on, but I
15 think it would be great to get you that
16 information. Because to me what is terrific
17 if you talk to folks, and they can contradict
18 me, but listen to what I've heard folks in
19 Eastern Cambridge say. East Cambridge
20 Planning. It was amazing East Cambridge
21 Planning Team asked CBT to a little exercise

1 to look at this. And frankly the results,
2 they looked different, there were different
3 points of emphasis. They had some great
4 ideas, sort of pearl necklace theme. But
5 from my perspective at a foundational level,
6 they were very much the same because there is
7 -- you're the community looking at this, if
8 you're MIT looking at this, if you own
9 property, if you're a company, you're all
10 tending to try and create the same place; a
11 place that people really want to live, work,
12 and play. Now, what they want to live in,
13 where they want to work, and how they want to
14 play may differ, but giving them the choices
15 here is what matters. And I would be
16 thrilled to get that together for you. I
17 think it would be very useful.

18 Does that get at your question
19 initially?

20 THOMAS ANNINGER: It starts, yes.

21 HUGH RUSSELL: Ahmed.

1 AHMED NUR: I wanted to hear what
2 you -- how we can fix the issue with the
3 river. I'm assuming from, you know, there
4 are a couple of restaurants per se along --
5 near the Sonesta Hotel that has a riverfront
6 view and really have difficulty getting in on
7 hot summer days. But you leave that and head
8 on west on Memorial Drive, all the way to the
9 Hyatt Regency Hotel as MIT's front to the
10 river, which I, you know, as one of the Board
11 members mentioned, you know, they said the
12 institution owns the real estate and they can
13 do whatever they want to do with it at this
14 point. But from there what used to be Modern
15 Continental Construction, I don't know what
16 occupies it now, but that would be a perfect
17 place for retail, for example, but it's
18 restaurants or sports, you know, clothing has
19 people going to Magazine Beach. And then you
20 go around that area and there's gas stations
21 and what not, but the point just being the

1 river needs -- we need the river and the
2 river needs us. And if you can just consider
3 that or take a note and let me know.

4 DAVID DICKSON: Okay. I wish I had
5 more of an answer, but the answer I would
6 give you would begin and end in terms of what
7 we're doing here and now. Which is access
8 across MIT, but that's, that's a gesture it's
9 not a solution. But I think the Broad Canal
10 is bringing too much more life and frankly
11 those who own it, want to develop there I
12 think can be asked to do this, and I guess
13 we'll respond to really bring that land site
14 area to life as a place where Thursday at
15 three in the afternoon until Sunday night
16 everybody wants to hang out and then enjoy
17 the river. And in fact, it's really the best
18 shot, the umbilical connection of this point
19 of Cambridge and the river. I wish I had
20 more of an answer.

21 HUGH RUSSELL: Okay, thank you very

1 much.

2 DAVID DICKSON: Thank you. Really
3 appreciate it.

4 PAMELA WINTERS: David, great
5 presentation.

6 DAVID DICKSON: Thank you. Okay.

7 HUGH RUSSELL: Okay, so we'll move
8 on to the next item which is the discussion
9 with MIT.

10 BRIAN MURPHY: While they're setting
11 up, Hugh, if I could -- Roger and I would
12 like to provide a little bit of context to
13 this. Why don't I wait a minute while people
14 get out.

15 HUGH RUSSELL: Okay, so the meeting
16 will come to order and we'd like to keep
17 moving on, we'd like to keep the discussion
18 going. Okay.

19 BRIAN MURPHY: Thank you, Hugh. And
20 I guess in some ways this is sort of a
21 response to Bill's comments about, you know,

1 the desire for context, and I realize that we
2 are throwing a lot at you all tonight, but I
3 would say that both the Forest City proposal
4 has been animated by specific discussion with
5 staff and with Goody Clancy in terms of how
6 that evolved. And to an even greater extent,
7 I think, the evolution of MIT's thinking has
8 really been in part from the feedback from
9 the Council, the feedback from the Planning
10 Board, the feedback from community
11 discussions, and extensively the dialogue in
12 the Kendall Square committee; that many of
13 these issues that we've talked about have
14 really been central to the Kendall committee.

15 WILLIAM TIBBS: I don't want to
16 be -- I don't want to disagree with you, but
17 I think it's critically important if that's
18 the case, then the Forest City proposal
19 should have started with here's our proposal
20 and here's how it links to some of the ideas
21 that are being developed and that couldn't

1 happen. We on the Board are kind of stuck
2 with the -- trying to make that connection.
3 Hopefully what MIT does brings something to
4 us, that they can begin to do that. I just
5 don't want to get this impression that we
6 have one thing happening, the city is doing
7 this great thing with Goody Clancy and then
8 we have these things and then you tell us
9 well, you know, and they told us well, we've
10 been talking to Goody Clancy. When I, when I
11 look at the ideas presented to me, they
12 didn't present that. They just presented
13 what they wanted to do. They didn't talk
14 about what they were trying to achieve and
15 how to make this place work. I noticed just
16 on the little diagram here that area was a
17 no, and how is this a no? And so I guess to
18 me that's really, really important. I want
19 to overemphasize that, and I don't want to
20 sugar coat it -- and I'm not saying you are.
21 But I don't want to sugar coat it with the

1 fact that we're spending months on end trying
2 to sort this out, and quite frankly it's
3 frustrating for a Board Member for us to get
4 this stuff, and it's good that we're doing
5 this, and then have to kind of digest this
6 stuff in a couple of months or few weeks to
7 try to make real hard decisions on this. So
8 that's all I'm saying. I think if that is
9 happening, then I think we need to tell
10 proponents that they've got to link their
11 stuff to at least where they think they are
12 here even if this stuff hasn't gelled yet.
13 They need to say that we've been talking,
14 we've been working with the city, we
15 understand. Here are some goals and here are
16 some things that you're trying to accomplish,
17 and here's how this project is doing that, or
18 else none of this stuff makes a lot of sense
19 to me.

20 BRIAN MURPHY: Point well taken, and
21 I think, you know, it's part of the fault

1 that goes to how much we're trying to sort of
2 pushing here in a short period of time. And
3 it's also the challenge, I think, that this
4 is a dynamic process where I guess as we get
5 MIT coming here, as you think of the symbol
6 for an infinite loop, it's that kind of a
7 feedback where it really is the both going on
8 at the same time, and they're sort of
9 learning from each other. But I guess
10 focusing now on the MIT one, I think, you
11 know, as you think about the context as you
12 just heard from David in terms of where
13 Kendall is coming from, I urge you to keep
14 that in the back of your mind as you hear
15 from MIT about their re-imagining Kendall
16 Square. And I think what you bring in here
17 already, hear many of the same notes that I
18 think that were struck by David, because the
19 fact that that's -- this is sort of the
20 process, and I think both MIT felt strongly
21 and I think they wanted to come back to the

1 Board prior to filing again, given that it
2 had been a long time since their petition had
3 been previously filed and it expired, and the
4 desire to sort of give you the sense of where
5 their thinking was and to sort of note where
6 the conversation -- have a conversation with
7 the Board to give you to that broad review
8 before they come back again with a more fine
9 grain Zoning Petition that would be more
10 value.

11 Roger, anything else to add?

12 ROGER BOOTHE: I would just add to a
13 response to your concern, Bill, that both
14 Forest City and MIT throughout this process
15 have come around to adding quite a bit more
16 housing, and that's been something that we've
17 been pushing from the very start. The
18 initial Forest City plan was really just
19 about building a life sciences building. So
20 I think they were quite responsive in showing
21 the housing. We have to figure out whether

1 you all think that makes sense there. And
2 similarly MIT started off with something like
3 60,000 square feet of housing. It went up to
4 120. And tonight they're talking about some
5 300 units I think. So we've been pushing on
6 that. At the same time, I think David
7 Dickson made the point that there's only so
8 much more we can build here and try and get
9 the right balances that are quite critical.
10 Something we've been hearing from the
11 business community as a desire for big
12 footprints, and we're nervous about big
13 footprints because they can be hard things to
14 make humanistically acceptable within the
15 urban environment. So we're finding, pushing
16 on every way we can to break those building
17 blocks down which is part of what Goody
18 Clancy guidelines are about. It's part of
19 why I was pleased that the Forest City scheme
20 that we didn't get into a lot of detail, of
21 course, because it's not architecture. But

1 we're now seeing that that thing that looked
2 like a block that we weren't really
3 comfortable with a year or so ago, now has a
4 good bit of potential to be a better mold.
5 I'm sorry we can't bring everything to you
6 all at once, but it's been 26 meetings of the
7 Kendall Square Committee, and there's still
8 going to be lots more so we're going to be
9 coming back.

10 HUGH RUSSELL: Okay, thank you.
11 Who's going to start for MIT?

12 STEVE MARSH: Well, thank you so
13 much. Good evening. I appreciate the time
14 here. Let me for the record make some
15 introductions. My name is Steve Marsh from
16 MIT. And I'm joined by some of my colleagues
17 from MIT tonight. Michael Owu (phonetic) and
18 Sarah Gallop (phonetic) and Pam Delfino
19 (phonetic). Our director of campus planning
20 and design is here as well. And I'm
21 fortunate enough to have David Manfredi, our

1 architect, join us tonight and Craig
2 Hammerson (phonetic), our landscape architect
3 has been a recent addition to the team. I'll
4 move this back so everyone is in view here.
5 And Jesse Barone (phonetic), our retail
6 advisor will be joining us for the
7 presentation.

8 First, we appreciate the opportunity to
9 give you an update on the progress that we're
10 making in Kendall Square. I think it's been
11 quite a while since we've been before you and
12 there's been a lot of process that's evolved.
13 So I just want to give you an update as a
14 courtesy to kind of walk through some of the
15 activities that we've had. So, we really
16 feel that a lot of progress has been made
17 possible due to the productive dialogue we've
18 had with the community.

19 My sense is that we've spent a fair
20 amount of time with the residents, the city
21 staff, and many others in the process. And

1 we think that the result here is that the
2 plan has significantly evolved for the
3 better. And I want to say that I appreciate
4 the time and effort that the city staff and
5 the community have put in because they have
6 spent a significant amount of time with us
7 with everything from series of meetings and
8 conference rooms to walking Kendall Square in
9 snowy evenings and a variety of other things.
10 So we have appreciated the dedication that
11 everyone has put into this.

12 I thought tonight it would be helpful
13 to walk you through just the evolution of our
14 thinking in a number of key areas in Kendall.

15 I think I'd start off by saying we
16 recognize that this petition asks a lot of
17 the city, but we really do believe it's a
18 unique opportunity to, you know, accelerate
19 the revitalization of Kendall Square. And
20 this is by creating not only new lab and
21 science initiatives, which as you recognize

1 is the life blood of MIT, but also by making
2 significant investment in housing, in public
3 open spaces, and vibrant retail in the
4 Kendall Square area. So let me touch briefly
5 on the process over the past year.

6 We filed our petition in April of 2011.
7 That's over a year ago now. And the time has
8 gone by relatively quickly. We received
9 significant feedback from a variety of
10 stakeholders prior to the filing and
11 certainly in the public process when we
12 started the official process. Unfortunately
13 our petition expired in the middle of those
14 conversations. We felt it was really
15 important to continue that dialogue because
16 we were receiving a fair amount of input, a
17 lot of good ideas from folks. And I think
18 most importantly we wanted the opportunity to
19 try to integrate as many of those good ideas
20 as we could into our plan as best we could.

21 Over the last eight months we've been

1 activity engaged with a variety of
2 stakeholders, including the neighborhood
3 groups that have had, as I said, great ideas
4 and put a lot of work together and done a CBT
5 study that we used a bunch of information
6 from and helped shape our thinking. The City
7 Planning Department, the Historic Commission,
8 the Goody Clancy folks, and the process
9 around Kendall Square play, and MIT academic
10 planners and many others in this process. So
11 let me just say the story of this proposal is
12 really frankly a simple one. And that is
13 what was once a primarily a lab and
14 science-based initiative, is really now a
15 more balanced, mixed use revitalization
16 project. Today we are still very busy trying
17 to put the finishing touches on our Zoning
18 Petition which we hope to file shortly. So
19 tonight we wanted to provide you an update on
20 three broad areas if we could.

21 I'm going to ask David Manfredi to talk

1 about the project in the context of an
2 integrated public realm that we think can
3 really enhance the broader Kendall Square
4 area.

5 Next, David, Craig, and I would like
6 to walk you through four areas in the
7 development plan that we really feel are key
8 components to transformation in the Kendall
9 Square area. And then next I would like
10 Jessie to come and talk a little bit about
11 the importance of role that retail play in
12 activating Kendall and the importance of
13 filling in some of the missing teeth in the
14 area.

15 So let me turn this over to David to
16 set the stage with the public realm.

17 DAVID MANFREDI: Good evening.
18 Again, David Manfredi of Elkus Manfredi
19 Architects. As Steve said, I think it has
20 evolved and it has been shaped by the work
21 that David has done the Goody Clancy as well

1 as the CBT study, and that has been about
2 exploring connections. And when you look at
3 Kendall Square, and we all now have spent
4 much more time looking at Kendall Square and
5 looking at all of the paths, the existing
6 paths, the potential paths, east/west and
7 north/south, that we through East Cambridge,
8 Wellington-Harrington, and Area 4,
9 Cambridgeport, they connect the neighborhoods
10 to the river. Sometimes they fail at
11 connecting the neighborhoods to the river,
12 but they offer that potential. They connect
13 the neighborhoods to Longfellow, to Broad
14 Canal, and to Boston. These connections
15 depend upon an enhanced public realm, and
16 that's what we really want to spend a lot of
17 time talking about. They depend upon active
18 streets with uses that engage pedestrians,
19 with streets that connect open spaces. The
20 open spaces that exist today and that will be
21 developed in the very short future. We also

1 want to talk about new strategies for way
2 finding. The river is there. The Broad
3 Canal is there. In fact, there's things in
4 the way, and how do we make connections --
5 how do we enhance the connections that exist
6 today? And how do we take advantage of all
7 of these opportunities for live, work, play,
8 learn that David Dickson talked about? And a
9 large part of that is public realm. It's
10 open space.

11 Open spaces are places where people
12 come together for a wide variety of reasons,
13 but to socialize, to relax, to collaborate,
14 to learn, to play. Different kinds of places
15 make up a network. That's what we really
16 want to talk a little bit about tonight.
17 That's where our thinking has really
18 expanded. And I want to emphasize the
19 importance of sidewalks. Sidewalks are
20 places where retail can spill out. They are
21 places for public art. There are places for

1 trees and landscape and shade, for new kinds
2 of way finding. Sidewalks are the glue that
3 holds all of this together.

4 STEVE MARSH: So as I've mentioned
5 before, the community dialogue and feedback
6 has really broadened our perspective. As you
7 may recall, in our initial proposal, we
8 really focused primarily on Main Street. And
9 that focus has shifted to a series of
10 opportunities that we think are networked
11 together and we're showing them up on this
12 slide here. Let me just draw your attention
13 to the four areas that we're going to dig
14 into a little bit deeper.

15 The first is the Broad Canal Way which
16 is at One Broadway along with what has gone
17 on at the housing development along the Broad
18 Canal.

19 The second is what we're calling the
20 Point Park River Walk, and that's really the
21 extension from the river through the Kendall

1 Square on Wadsworth Street.

2 The third is the Infinite Corridor, and
3 we've talked about the importance of trying
4 to extend that in our planning.

5 And the fourth is the Main Street
6 district.

7 So I want to say that I recognize that
8 we don't actually own or control all the land
9 in all of these areas and I think that we are
10 looking forward to basically working with
11 others to categorize some changes in the
12 areas. I also recognize that these types of
13 improvements can require significant
14 resources, and frankly given the multiple
15 ownership, we recognize that it will require
16 the coordination of multiple stakeholders in
17 here. We anticipate in our proposal calling
18 for an open space investment fund that we
19 hope will help facilitate the improvements
20 across these areas to make sure we're
21 catalyzing the change in the Kendall Square

1 area. So we'll walk you through our thinking
2 in each one of these four key areas. Let me
3 just start -- move it to the next slide.

4 Let me start with the Broad Canal Way.
5 And I would say we're particularly excited
6 about this area. It's frankly, I have to
7 tell you, an area where the neighbors and
8 city staff has helped shape our focus. My
9 office is across the street, and I happened
10 to be focussed along Main, and we spent a
11 significant amount of time looking at what I
12 considered the back of this building which I
13 think actually has a fair amount of
14 opportunity in it. So there's a couple
15 themes I want to talk about in this slide.

16 I would say first after hearing the
17 community and the city's desire for
18 additional housing, we changed our thinking
19 really about a significant commercial
20 development here at One Broadway. I started
21 out with our thinking be being a lab building

1 on this site and had great footprints for it.
2 And we changed that to be an office building
3 with a component of housing. And now we're
4 looking at this One Broadway as a major
5 housing site in our plan. The interesting
6 thing about this is that it's a flexible site
7 and we think that this housing could include
8 some townhouses along the Broad Canal Way.
9 We think there's an opportunity for
10 innovation housing, for the young
11 entrepreneurs that are gathering in the area,
12 particularly the ones that are located at
13 CIC. So this really is a budding, evolving
14 innovation area. And we think there's also a
15 fair flexibility for traditional housing
16 units in this complex. So we believe that
17 this effort really expands the new
18 residential, retail character around the
19 lower Third Street area. It adds to MIT's
20 existing housing in the Kendall area, and
21 also the housing that's created by others

1 along Third Street. I also think in this
2 zone that we have the opportunity to further
3 enhance the connections from the neighborhood
4 to Kendall Square around and through portions
5 of this property.

6 The second theme, if I could, is really
7 I think the Planning Board and the community
8 had highlighted the importance of the Broad
9 Canal. And I think some great work has been
10 done there, but our sense is from walking the
11 site and looking at it, that more can be done
12 to really activate this area. So we're now
13 focussed on an improved Broad Canal
14 recreational and retail environment. We've
15 gained insight from the neighbors, you know,
16 in terms of possible retail uses. We've had
17 some charrettes looking at the types of
18 retail they felt might be appropriate. And I
19 think we've heard loud and clear that there's
20 a desire for a small urban grocery or in fact
21 an urban marketplace that can be situated at

1 One Broadway to actually create the double
2 loaded corridor and could enliven the area at
3 One Broadway.

4 And lastly, I just want to say that
5 we've initiated conversations with some of
6 the abutters about creating an enhanced
7 recreational area at the canal itself.

8 So I'm going to ask Craig just to
9 illustrate the thinking in a few slides.

10 CRAIG HAMMERSON: Let me take you
11 for a walk down Broad Canal Way starting at
12 Third Street. First of all, some good
13 things, some good building blocks are in
14 place. There's some nice restaurants that
15 are opening on the left-hand side of the
16 slide. The canal boardwalk which takes you
17 to the river, is wonderful. We think that's
18 terrific. That's always something to build
19 on. The kayaks along the end are building
20 blocks. It's also nice that we get that
21 little glimpse of Boston which I think

1 orients you and should be focussed on.

2 The opportunities are I think to bring
3 some of the retail, wrap it around the
4 corner. The right side of the street, which
5 is presently following that, and the sidewalk
6 is not inviting, to bring that to life with
7 housing which was stated before and some
8 retail. To create way finding systems,
9 that's how in the right sense perhaps that's
10 a kayak with an ore, to bring the tree buds
11 into place to create ample shade and more
12 cafe space along the way. And to create some
13 orientation in looking at the base of this,
14 can we bring this space to life to make it a
15 human space? We talked about taking the road
16 and re-orienting it so that it's more of a
17 pedestrian way and create a space, a live
18 space with cafe. Cafes spilling down to it.
19 Perhaps some grass rolling down to the water,
20 opening up the view, and taking advantage of
21 the activities that are there today.

1 So it's a sequence of space, and open
2 this space that we think could make a very
3 vibrant urban space.

4 STEVE MARSH: So I want to point out
5 that I've heard loud and clear from the
6 Planning Board that creating a strong
7 connection to the Charles River is important.
8 And I think throughout this we've looked at,
9 there are certainly avenues that head to the
10 river. And in terms of some stuff along
11 Carlton Street we're going to plan to make
12 sure it's possible at some time in the
13 future. But today we believe that Wadsworth
14 Street is an important opportunity to connect
15 peopling coming from the neighborhoods to the
16 river, and frankly at a safe crossing site,
17 because this is the only signalized
18 intersection on Memorial Drive to get people
19 across. And likewise from Memorial Drive to
20 Kendall Square. I look at this, the distance
21 here -- I'm in the Kendall clock tower

1 building, and the distance down Wadsworth
2 Street is the same distance from Au Bon Pan
3 to Legal Seafood, which I travel on a regular
4 basis. And Wadsworth Street is one of the
5 most underutilized pathways I see in the
6 whole Kendall Square area.

7 The other thing is that Point Park has
8 really emerged as a focal point for arrival
9 at Kendall Square. And we think there are
10 some opportunities here. It serves obviously
11 as a logical link to the Third Street
12 corridor. It serves as a logical link to
13 Wadsworth Street. And then we think a
14 redesigned park along with improvements along
15 Wadsworth Street have the potential to really
16 encourage pedestrian travel in both
17 directions. Wo we're calling this the Point
18 Park River Walk and I want to have Craig just
19 walk through a couple of the illustrations
20 here.

21 CRAIG HAMMERSON: We're standing in

1 Point Park, looking down Wadsworth Street,
2 Sloan entrance and the Prudential you can see
3 in the background. Let's re-imagine as we go
4 down the street, that has opened up and a
5 Point Park that's changed the personality
6 that can make the connection down Wadsworth.
7 Perhaps we do this with way finding which is
8 a way finding system, you began to see in the
9 earlier slides which signifies going down to
10 the water, widening the sidewalks, breaking
11 down perhaps the wall that surrounds east
12 gate and the overgrown planting to step down
13 to the street so it's more connected with the
14 street, perhaps even places to sit along the
15 edge so that it says welcome.

16 Re-imagine Point Park also as the
17 connection which you'll see a slide of in a
18 while. Main Street so it orients better to
19 Main Street. And also as a connection across
20 the river into Boston. This becomes not only
21 a lively urban space, but a major crossroad

1 in connection with tying together the
2 different spaces.

3 STEVE MARSH: I now want to turn your
4 attention to sort of the center of east
5 campus area of MIT, and I want to make a
6 couple points if I could.

7 One is that I hope we've effectively
8 communicated the importance of maintaining
9 the academic flexibility and capacity for the
10 future of MIT as we've done this.

11 Maintaining academic flexibility for the
12 future of MIT has been a priority concern
13 along the way. We have included our entire
14 MIT's academic planning team in these
15 efforts, including Marty Schmidt our
16 associate provost for academic space
17 planning, who I think you've met in previous
18 meetings. We meet on a regular basis with
19 the entire planning staff, and basically
20 every month with the president and the
21 provost of the institute to talk about these

1 issues. So it's been in the forefront of all
2 of our thinking.

3 I do want to point out that this
4 petition, in fact, enables the creation of
5 this mixed use district, as well as
6 preserving the capacity, and I think that's
7 one of the reasons we're coming before you to
8 ask for this petition.

9 I do want to point out another theme
10 here that I think is really important to MIT
11 from an academic perspective, too, and that
12 is we want to introduce the extension of the
13 Infinite Corridor. We've talked about this
14 in previous discussions. The Infinite
15 Corridor comes from Mass. Ave. right through
16 to Ames Street and right up into the MIT
17 medical building, and it really sort of
18 abruptly ends at that point. I think this is
19 -- we recognize that's a really critical
20 connection for us, and we'd like to continue
21 that on from the medical building to the

1 Sloan School recognizing that we'd like to
2 connect those two pieces of the campus.

3 The other thing I'd like to point out,
4 and this is a critical nexus for in terms of,
5 you know, where the academic meets Kendall
6 Square. And we think the connections here
7 are critically important, too. I think we're
8 looking to create, you know, some porous
9 nature about what's happening here and
10 inviting people into the space, and we think
11 that's very helpful to create some routes and
12 avenues around.

13 The other piece I just pitch, we've
14 heard the desire over and over again for MIT
15 to showcase some of the exciting happenings
16 in, you know, in and around MIT and not only
17 that, maybe the exciting things that are
18 happening in the broader Kendall Square, and
19 we think that -- we're thinking about some
20 opportunities that might be interesting and
21 fun for certainly some of the residents of

1 Cambridge, and the MIT community as well as
2 the business community and visitors to
3 Kendall Square. This could be an area where
4 we can do some interesting things. So I'm
5 going to ask David to illustrate a couple of
6 the opportunities here as well.

7 DAVID MANFREDI: In this photo
8 you've just stepped out of medical building
9 as Steve mentioned, and you're look east
10 towards the Sloan School. And you can see
11 that from Carlton Street, where we're
12 standing looking east towards East Gate and
13 Sloan, today it's a series of surface parking
14 lots. The opportunities here are absolutely
15 extraordinary. We, as Steve said, think of
16 this as the extension of the Infinite
17 Corridor. But we can think about it as more
18 than just a corridor. It can be itself a
19 destination. And what I mean is what Steve
20 is getting at is that it can be a destination
21 with interactive technology. The kinds of

1 screens that we talked about before on Mass.
2 Ave., maybe they're here and maybe they're
3 telling the stories at MIT. Maybe there's
4 water here. Maybe there's all sculpture from
5 that great sculpture collection at MIT. It's
6 an attraction for residents. It's an
7 attraction for the people of MIT. It's an
8 attraction for all of the stakeholders and
9 the business community. Imagine that these
10 academic buildings, these research buildings
11 spill out into an active park. A different
12 kinds of park, a very programmable place
13 where science fairs can occur, where the book
14 fair happens, where lectures can be projected
15 on these kinds of screens, but it's interior
16 to the campus of MIT. It's an attraction for
17 the community. It's an extension of the
18 Infinite Corridor. It's a magnet that leads
19 into and through MIT's east campus.

20 STEVE MARSH: So I do want to make one
21 more comment on the prior slide. I think

1 we've spent a fair amount of time thinking
2 about food trucks as well, which we imagine
3 is, you know, an iconic cultural component at
4 MIT so we will make sure that we're going to
5 take care of that.

6 I'd like to shift our focus just for a
7 moment to Main Street, and I think, you know,
8 we've always felt the Main Street was really
9 the heart of the Kendall Square
10 transformation needs to occur in this
11 district here. I think you'll recall that we
12 started our petition with a major focus
13 around the T, and I think this is --
14 recognizing this is our transportation
15 infrastructure hub. This is our retail base.
16 And this is a really major connection in and
17 around the area. So we feel that this is
18 still really important. And for us the Main
19 Street district, it really needs to be
20 unified and revitalized. And I think we know
21 that we need to embrace, you know, the

1 history of Kendall Square and be respectful
2 of the character of a variety of buildings
3 that are in this area. At the same time we
4 need to create an exciting forward-looking
5 district that really works for today's needs
6 and innovation as well as we need to plan for
7 tomorrow. So we do need some flexibility for
8 doing that. We feel our petition will enable
9 to us to make some significant investments in
10 streetscape improvements here. We think we
11 can revitalize the retail uses, the gathering
12 spaces, and pedestrian ways throughout this
13 district.

14 So let me just -- Michael, shift that
15 slide there if you could. Thank you.

16 You know, this is the existing
17 conditions and I just want to remind you that
18 we have spent significant time in the last
19 year with the Cambridge Historic Commission.
20 They have engaged in a process to landmark
21 238, 264, and 292 Main Street which is a

1 three buildings on the left starting with the
2 Kendall clock tower building. The building
3 that contains Rebecca's and Cosi and the MIT
4 press building there. We have spent
5 significant time on numerous planning options
6 and looking at these buildings with Charlie
7 Sullivan and the planning staff and frankly
8 have found a couple ways that we think we can
9 make these things work quite well in the
10 existing environment. So today our planning
11 includes these three buildings as requested
12 by the Cambridge Historic Commission. I
13 would say that that's with the recognition
14 that some of these buildings will need to be
15 restored, repositioned and re-energized in
16 order to connect to the other development
17 that we'll be doing throughout the district.

18 So I would ask David to comment if he
19 would a little bit further on Main Street.

20 DAVID MANFREDI: As David Dickson
21 indicated earlier, Main Street is the -- it

1 is the central spine of Kendall Square, and
2 it's the central spine of the revitalized
3 Kendall Square. We imagine it with wider
4 sidewalks, with truly traffic in two
5 directions with a mix of existing tenants and
6 new shops and restaurants. Really double
7 loaded retail. A new Point Park. A
8 reinvented kind of gathering space. And as
9 Steve said, a mix of older buildings with new
10 tenants at grade, with funky retail in the
11 basement of some of these older buildings.
12 Maybe with rooftop dining on some of these
13 lower buildings. Imagine a kind of
14 three-dimensional environment with activity
15 below and at street level and above. And as
16 Steve said, while maintaining the context and
17 the historic context of Kendall Square, Main
18 Street can still be transformed. And we
19 think it's possible that you can add new
20 commercial space that will add activity, that
21 will add more people and more options and

1 more opportunities for collaboration. And
2 keep the essence of the place.

3 Let me introduce Jesse Barone.

4 JESSE BARONE: Okay, so retail.
5 First let me say I think a major take away
6 here is that -- worth a start as it relates
7 to retail in Kendall Square, and it truly is
8 that. It really is just a start. And here's
9 the start: If you look at the slide, this is
10 -- these are the retailers who have come to
11 the Kendall Square in the last three or four
12 years. And it's certainly exciting. And
13 I'll first touch on kind of what's exciting
14 about it and what the successes are.

15 The successes are: One, I'm not sure
16 any of us thought we'd be at this point
17 today, three or four years ago that we'd have
18 this amount of retail coming into Kendall
19 Square. It was achievable but superexciting
20 that we're here now. We've got restaurants.
21 We've got cafes. We've got a new bakery

1 actually opening. Tatte Bakery next week
2 which is superexciting. We've got a daycare,
3 we've got a gift shop, dry cleaner, we've got
4 a health club.

5 The other thing we have, which is the
6 highly relevant to what we're talking about
7 today, and actually what David Dickson talked
8 about as well, is we have for the first time
9 incredible demand from the retail industry
10 from the community to want to be in Kendall
11 Square. And that is important and can't be
12 understated. So where do they want to be?

13 Conveniently they want to be on Main
14 Street. They want to be as close to the
15 core, as close to Point Park as possible.
16 And they also want to be across from other
17 retail. We've all alluded to kind of this
18 idea of double stacked retail. And amazingly
19 there's one, maybe two spots in all of this
20 part of Kendall Square where I can stand and
21 I can look to my left and I can look at my

1 right and I can see active ground floor
2 retail on both sides. So we're working on
3 that. MIT is certainly working on that.

4 You know, I also think to David
5 Dickson's point earlier, you know, he said
6 this district has not come to life yet. And
7 I think that's really one of the big reasons
8 why, and MIT's petition has the, you know,
9 has the opportunity and creates our shot here
10 to activate the canal retail, which we've
11 talked about at length today. And activate
12 the south side of Main Street. And that we
13 believe is what really will create that
14 they're there which Dave was talking about
15 earlier, David Dickson.

16 STEVE MARSH: So, in the end, I'd
17 say we see many opportunities to make Kendall
18 Square an exciting vibrant place and, you
19 know, we feel that some of the benefits
20 include really the creation of a mixed use
21 environment, an improved public realm,

1 expanding the innovation cluster which is
2 important to MIT and we think to the City of
3 Cambridge. Looking at a sustainable
4 community, retail vibrancy, and adding
5 additional housing and a creation of gateway.
6 There are a number of great themes here.

7 And I think we believe that this
8 extensive community process has improved our
9 proposal and our thinking. And as we move
10 forward, I think we look forward to listening
11 and to seeking your guidance of the Planning
12 Board on how best to program the areas within
13 our petition. I think we recognize it's a
14 joint effort. It's a complicated project.
15 We'll need your help. We'll need the help of
16 the City Council, city leadership, the
17 planning staff, the neighborhood residents,
18 and the business community. I think in order
19 to build on the positive momentum in Kendall
20 Square that we're already seeing, I think
21 we're going to need to do it together. And I

1 think, again, we realize this petition has
2 asked a lot of the city. It's asked a lot of
3 the folks that have been involved in it to
4 this point in time in labor and effort and
5 energy and we appreciate that, but we believe
6 this is a unique opportunity to make Kendall
7 Square better for all of us for the future.
8 And we remain excited and optimistic about
9 it. And we hope you share that excitement.
10 We are happy to take any comments offer
11 questions.

12 HUGH RUSSELL: Thank you.

13 It's a lot to think about, and you may
14 have been dreaming this stuff a year ago but
15 it's a lot clearer now. I think this is some
16 sense, Bill, is the conceptual background. I
17 think then you'll come forward with I think
18 what does it take to do to accomplish these
19 goals in terms of what needs to be changed in
20 Zoning and that would be having that
21 connection clear is going to be very helpful

1 to us.

2 WILLIAM TIBBS: I just want to say,
3 again, for me I can much more easily see the
4 connection between this -- what your ideas
5 are and the presentation that David Dickson
6 did before. And primarily there were -- of
7 the -- from what I hear from last year, there
8 were a couple of things really -- well, three
9 things that kind of jumped out at me. One is
10 the fact that I think you've -- I think you
11 could have been accused at the first time
12 presenting a package that was primarily
13 focussed on just the maximizing or the
14 increasing of the research and development
15 kind of thing, and I think this now looks
16 more like trying to create a community in
17 Kendall Square versus just trying to do that
18 one use within it. And I think that's the
19 other piece of it, and I think for me it's
20 the Infinite Corridor extension is the
21 integration of the academic and real estate

1 piece of MIT which I think was unclear last
2 time, and that to me I can see really trying
3 to do that. I'm actually impressed with
4 those areas that you looked at and the fact
5 that they have connections to them. And I
6 was actually surprised at how much Point Park
7 plays into those, which is an area I really
8 hadn't focussed on all that much before. We
9 tended to look at them either the Marriott
10 Plaza or the T station or something if you're
11 looking to focus there. So I just wanted to
12 say that it's gotten, it's very different and
13 it's an -- and for me that's encouraging.

14 HUGH RUSSELL: Steve.

15 STEVEN WINTER: Mr. Chairman, can I
16 ask is this a time for us to make comments?

17 HUGH RUSSELL: Well, you know, it's
18 getting late.

19 STEVEN WINTER: Is this a time for
20 us to make a comment?

21 HUGH RUSSELL: Yes.

1 STEVEN WINTER: This is the first
2 time that I've heard loudly and clearly and
3 without any qualifications that there's a
4 commitment to housing. And I'm so very
5 pleased to see that and to continue to work
6 with you to make that happen.

7 Thank you.

8 HUGH RUSSELL: Ahmed.

9 AHMED NUR: I, too, am very relieved
10 to see this Point Park at Kendall Square
11 sketch that you showed us and the path
12 through Wadsworth Street going to the river.
13 That's pretty much something that, Roger,
14 when we took that trip that I kind of dreamed
15 of. I thought that this square here is
16 extremely -- I just couldn't imagine everyone
17 coming across the river from Boston and the
18 first thing they see is -- and they come to
19 is that square, and it's really important to
20 have less cars and sidewalks and all these
21 restaurants surrounding and pathways to the

1 river. That's extremely impressive. And I
2 hope that it does happen.

3 I do have one question, though, are
4 other business owners in the area like Boston
5 Properties, Google, and all these, Microsoft
6 are also helping --

7 STEVE MARSH: I think I'll say this:
8 We're all talking. There are many things
9 moving today. And my sense of this is
10 honestly, we've had some detailed
11 conversations with folks and some high level
12 conceptual concepts. My sense of the things
13 that we're talking about on other people's
14 property are so obvious benefit to them and
15 to us and everyone in this community, that
16 I'd be shocked if we couldn't make progress
17 on it. I can't speak for others and I don't
18 want to put them in a position, but I really
19 do think we're in a situation where some of
20 these are quite logical. I work in that
21 building immediately across from Point Park

1 and I sat out there the other day when we
2 were walking around, and basically looked at
3 those visuals and the Prudential Tower is
4 right there. And, you know, basically a few
5 short steps away the river is down there.
6 And frankly with the Infinite Corridor
7 there's an opportunity to create an
8 intermediary green space that we might be
9 able to have a connection. It's visually.
10 So you'll be sitting in Point Park. You'll
11 see the next stop where you can signal and
12 way find from that and take you to the river.
13 It's can actually be kind of an interesting
14 journey. We've got a lot of work to do. And
15 as I said, I want to be very respectful of my
16 neighboring landowners, as generally I, you
17 know, that I hope they're respectful of us as
18 we go through this, and I'm hopeful that
19 we'll make progress on all that. But I can't
20 make any promises until we -- there are a lot
21 of details and I want to make sure that you

1 folks feel comfortable that these are things
2 worth pursuing.

3 BRIAN MURPHY: Well, one thing just
4 to add to that is that we're actually in a
5 nice opportunity now because of the funds
6 from Alexandria and the funds from Boston
7 Properties as part of the Google transaction,
8 we're going to be doing a community survey
9 about desires in the greater community for
10 open space uses and how those connections
11 work, and then to take some of that money and
12 to start to program think about how do we
13 look at sort of the large new Alexandria Park
14 which is the welcome mat, and Point Park and
15 other things as we try to think about those
16 connections and how this can work as a whole
17 from the city perspective.

18 HUGH RUSSELL: I find it very
19 interesting to have these two presentations
20 back-to-back because from the study and the
21 city and the Goody Clancy have been working

1 on and neighbors, we see a larger picture.
2 And then we have MIT step forward saying
3 well, here's what we can do in land that we
4 have a lot of control over, not entire
5 control over, but this is our piece of that
6 vision, what we can do to help that. And to
7 me it's quite convincing that those are the
8 right kinds of steps to take for the rules of
9 which three of those rules are very much,
10 pretty much yours. And Main Street's got
11 very important role in, and you share the --
12 you've got the, whatever it is, the south
13 side and Boston Properties has the north side
14 for the distance. But so I feel much more
15 encouraged that the sort of higher level
16 thinking that's going on is actually rounded
17 in things that people can actually do, and
18 that the institute, as we've spent talking
19 for a very long time about these general
20 goals, is now able to get down to specific
21 for the next stage of planning saying this is

1 how we would go about it. And now you're
2 gonna, and as I said, you're going to come
3 back to us in a while and say and this is
4 what we need from the city to make that
5 happen. So this is a pretty interesting.

6 Any more comments? Yes, Pam.

7 PAMELA WINTERS: Hugh, just one
8 question. So I'm gathering, then, that Goody
9 Clancy is speaking with MIT on a regular
10 basis about this and could you talk a little
11 bit about that?

12 STEVE MARSH: I would just say that
13 we've certainly been actively involved in the
14 Goody Clancy process. So that has gone on in
15 parallel. As you know, we started our
16 process well before Goody Clancy started and
17 we sort of shared our ideas. And I recognize
18 the difficulty that put all of you in because
19 you don't have the context and the larger
20 area for our project. So I think as Goody
21 Clancy's process has evolved and progressed,

1 it's given people a lot more opportunity to
2 see the big picture. And I do want to say at
3 the end, too, I appreciate the comments that
4 we're hearing here and some of these I think
5 are very exciting ideas. And I have to
6 confess they're not ours. Some of them are
7 and some of them aren't. We got a lot of
8 these with the dialogue from the community
9 and others here. So, you know, I'm actually
10 delighted by that. And I think our hope is
11 that the more idea we can make concrete the
12 more we can make progress here.

13 PAMELA WINTERS: Right. Thank you.

14 WILLIAM TIBBS: I just want to say
15 and I sort of agree with Hugh in the sense
16 that we very frequently, and I very
17 frequently always are asking for context as
18 we look at individual projects, and it feels
19 good to see that you see a context so that we
20 -- when we do begin to see those things you
21 can do in time, that we -- that you

1 understand what the context you're trying to
2 create, and it's really one that's broadly
3 based. It's not just individually based on
4 the proponent's needs, but it's broadly based
5 on how you can actually improve the city,
6 make a community and make something work.
7 And I'm very interested in your ongoing ideas
8 about how the retail is working, because I
9 think what I've heard tonight, which has
10 always been the concern of ours, because
11 we've had retail in many projects that just
12 fizzle out, as you're really trying to look
13 at what really makes retail work. And I
14 think the whole issue of the housing I think
15 is really a critical piece of that, but the
16 -- but I think I'm trying to get a better
17 sense of that because I think if you can make
18 that work, you know, it will just, I can't
19 tell you how much that's been an issue for me
20 and just a problem with the Board that we
21 want to encourage it. We require it. And

1 then it still doesn't work because all of the
2 things that it needs to work isn't there.
3 And it sounds like you're looking at it from
4 that perspective as you begin to drill down
5 as to where the retail is and how it's used.

6 STEVE MARSH: I'll just make one
7 comment on that. I agree with you. But I
8 can't help but remember one comment that
9 Jessie brought to us. And, you know, we're
10 questioning all these different ways to make
11 this thing work. And Jessie said, listen,
12 Steve, we've successfully leased the real
13 estate on the two fringes of this. This is
14 ground zero. This is actually where -- and
15 we are sitting on a Main Street where we have
16 not knit all the stuff together. That's
17 usually where people start and they move to
18 the edges. The edges are working. Moving to
19 the middle should a, you know, fairly robust
20 exercise that we'll be excited about.

21 HUGH RUSSELL: Okay. So thank you

1 very much and we look forward to more
2 discussions.

3 I think we are adjourned.

4 (Whereupon, at 10:15 p.m., the
5 Planning Board Adjourned.)

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